

Subject: Mike is out of the office till November 26. Re: Fwd: Delta

Date: Friday, November 23, 2012 11:10:38 PM Central Standard Time

From: Michael Matthes

To: mayor@gocolumbiamo.com

Please contact Deputy City Manager Tony St. Romaine in my absence.

--

Regards,

Mike Matthes
City Manager
Columbia, Missouri

Subject: Fwd: Delta

Date: Friday, November 23, 2012 11:10:26 PM Central Standard Time

From: Mayor

To: Mike Mathis

Sent from my iPhone

Begin forwarded message:

From: Robert Semple <robertcsemple@gmail.com>
Date: November 23, 2012, 10:50:33 AM CST
To: City of COlumbia Mayor <mayor@gocolumbiamo.com>
Subject: Re: Delta

Mayor McDavid,

Thank You for the quick reply and responding during a holiday.

I am glad the City is seeking additional carriers with more destinations and choices and I applaud them for their efforts. However, in my opinion the additional 59% comes from the addition of Frontier Airlines and they are only offering twice a week service (Tuesdays and Saturdays) direct to Orlando. Hopefully, AA will be able to emerge from bankruptcy and pilot union issues to provide great service to COU and the area.

I understand the City, Airport Commission and others did what they could and for this, thank you very much for your effort.

Continue the fine service to our city and may you and your family enjoy the holidays.

Respectfully,
Robert Semple

On Thu, Nov 22, 2012 at 11:23 PM, City of COlumbia Mayor <mayor@gocolumbiamo.com> wrote:
Mr. Semple,

Thank you for your opinion. The City of Columbia offered Delta Airlines a 3 million dollar, 2 year revenue guarantee. Delta Airlines declined our offer.
Delta's decision to leave COU, asserting that they lose \$900,000 a year at COU, validates our initiative to seek other air service providers and additional destinations. While we regret losing Delta Airlines we feel is unwise to rely on a single provider who asserts they are losing substantial money. 126 seats a day to Atlanta simply is inadequate service for our market.
Our offer to Delta airlines is a standing offer. While we will miss the COU ATL connection, next year COU will offer three destinations rather than one and will have a daily passenger capacity 59% greater than last year.
We will continue to seek additional air service and additional destinations. Our discussions with Delta Airlines were complex and involved representatives of the City of Columbia, the University of Missouri, and a representative of the private sector which has generously committed substantial guarantee money. I stand by our offer and respect Delta Airlines for the decision they made.
Bob McDavid

On Thu, Nov 22, 2012 at 10:38 AM, Robert Semple <robertcsemp@gmail.com> wrote:

Sir,

Is there any plan to keep Delta service at Columbia Regional Airport through further negotiations with Delta?

Many business travelers in Columbia relied on Delta for service and accrued miles with Delta and the additional perks that come from their Sky Miles Program. Because of this, I believe many business travelers will either fly out of STL or MCI to maintain their status/perks with Delta.

However, now due to what I believe is was a bad business decision from the City and the Regional Airport to bring American Airlines, we lost the second largest carrier and now have to rely on a carrier that is under bankruptcy restructuring; and has problems with their pilots union which directly results in canceled or delayed flights. To offer AA a guarantee of revenue and no landing fee's without the making the same offer to a carrier that has served Columbia since 2008. Does the airport commission understand the offer made to AA will decrease the revenue for the airport?

Delta's Headquarters and major Hub (ATL) are in the heart of SEC country and provide fans coming to sporting events easy access to Columbia. Additionally, from Atlanta you can get to most international destinations without another connection and you are short drive to most of the SEC colleges to attend sporting events.

I do not blame Delta for pulling out based on the offer the City and Airport Commission provided Delta. Yes it would be nice to have aircraft with a two class cabin and more seats, however, not at the expense of losing a carrier. Delta services Columbia with one of their regional carriers such as ASA, COMAIR ect.. who contracted through Delta to provide services for a fixed fee. The City and Airport Commission directed Delta to use CRJ-900 series aircraft; did the City/Airport Commission realize that demand would decrease on Delta Flights because of competition with AA?

I have a MBA in Aviation from Embry-Riddle Aeronautical University and I am an extensive business traveler and would be happy to provide any insight to the airport commission.

Lastly, AA was in merger proceedings with both Delta and US Airways. If a merger with Delta is approved we could lose service all together. If AA merger with US Airways happens, would US Airways discontinue service to COU based on US Airway's service plans.

I believe the City and Airport Commission should continue dialog with Delta to continue service at COU. Northwest/Delta provided very good service to COU since 2008 and business and recreational travelers relied on their service at COU for ease of travel. COU is a great airport for travelers by providing free parking, short TSA security lines and without the hassle of having to travel two hours plus to either STL or MCI for service.

Respectfully,
Robert C. Semple

Subject: Fwd: Frontier Flight

Date: Monday, November 19, 2012 4:33:32 PM Central Standard Time

From: Michael Matthes

To: City of COLUMbia Mayor

CC: City of COLUMbia Mayor

Mayor,

I pressed send before I noticed I hadn't "reply all"ed. Following is what I sent to Kristi.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

----- Forwarded message -----

From: **Michael Matthes** <mematthe@gocolumbiamo.com>

Date: Mon, Nov 19, 2012 at 4:32 PM

Subject: Re: Frontier Flight

To: Kristi Ray <kray@columbiamochamber.com>

Hi Kristi,

Looks like Frontier is adding another Orlando Flight in April, so moving from 2 per week to 3. Seems like a good sign on market demand!

Regards,

Mike Matthes
City Manager
Columbia, Missouri

On Mon, Nov 19, 2012 at 3:52 PM, Kristi Ray <kray@columbiamochamber.com> wrote:

Mark Slavitt just said we're getting another Frontier flight? Fill me in, good news I hope?

Kristi

Kristi Ray, CCE, Executive Vice President

Columbia Chamber of Commerce

300 S. Providence Rd • PO Box 1016

Columbia, MO 65205-1016

Direct Line: [\(573\) 817-9108](tel:(573)817-9108)

Fax: [\(573\) 443-3986](tel:(573)443-3986)

kray@ColumbiaMOChamber.com

www.ColumbiaMOChamber.com

Download our CoMO2Go mobile app here:



Subject: Fwd: Still Considering COU

Date: Sunday, November 11, 2012 2:04:02 PM Central Standard Time

From: Mike Matthes

To: Bob McDavid

Bob,

Interesting points from Martin. Please review when you can. I'm traveling back to Columbia today so will be off and on with signal.

Regards,

Mike

Sent from my iPad

Begin forwarded message:

From: "Kammerman, Martin [WHQAS]" <Martin.Kammerman@united.com>

Date: November 9, 2012, 6:15:21 PM EST

To: "Mike Matthes" <mematthe@gocolumbiamo.com>

Subject: RE: Still Considering COU

Mike,

This has definitely taken an interesting turn. We have been waiting to see how this all played out. At this point it looks like our competitors have reached a stable level. Let me know if otherwise is true.

Here is where we stand: We still have an approved project with a start date and flight times and such. However, with the radical change in the competitive situation, we would need approval to either close this project and reallocate the aircraft, or a supplemental approval to go ahead with the competitive changes.

What we see: We are confused about why AA would want DFW twice a day with ATL 3 times per day. The situation is better for DFW without ATL part of the picture but I don't think they were expecting that. The ORD at 1 per day seems like an afterthought as it also only poorly connects at ORD. We are still considering the possibility of going with our original 2 per day for ORD(strong connections). With DL out of the picture it makes the mid-Atlantic destinations like Washington even better. We don't believe that AA would add more flights from ORD as they would have to source them from ORD and they would be outside the MRG.

So, we are open to suggestions and ideas. We are still sold on COU and wouldn't have wanted to do the original deal if we didn't believe that COU was a good idea for the future. Ultimately we would like to see what DL was offered, and what you think might be applicable to us. We will have to come to a decision in the next few weeks either way.

Martin K.

From: Mike Matthes [<mailto:mematthe@gocolumbiamo.com>]
Sent: Thursday, November 08, 2012 3:51 PM
To: Kammerman, Martin [WHQAS]
Subject: Re: Still Considering COU

Hi Martin,

I'm in the mountains of Georgia this weekend, and my cell has no signal. Interestingly my iPad has 2 bars... So I'll try to reach you with email.

I am eager to talk to you about air service. As you saw, Delta declined our offer for a RG in 2014/15. While Atlanta was never part of our strategy, the community did support it well (now into 90% load factors). So the loss is hard to explain from a financial basis, but it doesn't appear that was the real reason for the departure.

If you are comfortable communicating through email, feel free to do that, otherwise I should have cell signal again on Monday.

Regards,

Mike Matthes
City Manager
Columbia MO

Sent from my iPad

On Nov 7, 2012, at 4:53 PM, "Kammerman, Martin [WHQAS]"
<Martin.Kammerman@united.com> wrote:

Mike,

Tomorrow would be better. When would you be available?

Martin K.

From: Mike Matthes [<mailto:mematthe@gocolumbiamo.com>]
Sent: Wednesday, November 07, 2012 3:17 PM
To: Kammerman, Martin [WHQAS]
Subject: Re: Still Considering COU

Do you have time now?

Sent from my iPad

On Nov 7, 2012, at 1:12 PM, "Kammerman, Martin [WHQAS]"
<Martin.Kammerman@united.com> wrote:

Mike,

We are still interested in COU. When would be a good time to discuss?

Martin Kammerman

Senior Manager, Market Analysis
Network Planning
United Airlines
233 South Wacker, Chicago IL 60606
martin.kammerman@united.com
(872) 825 - 8677

Subject: Delta Announcement 11-6-12 (mayor@gocolumbiamo.com)

Date: Tuesday, November 6, 2012 3:38:32 PM Central Standard Time

From: Michael Matthes (Google Drive)

To: mayor@gocolumbiamo.com

I've shared an item with you.



[Delta Announcement 11-6-12](#)

Google Drive: create, share, and keep all your stuff in one place.



Subject: Delta Announcement 11-6-12 (mayor@gocolumbiamo.com)
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From: Michael Matthes (Google Drive)
To: mayor@gocolumbiamo.com

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Subject: Delta Call

Date: Tuesday, November 6, 2012 12:41:08 PM Central Standard Time

From: Michael Matthes

To: City of COlumbia Mayor, Jones, Jacquelyn K., Greg Steinhoff

CC: Toni Messina, John Glascock, Don Elliott

I just completed a call with the Delta team (Rob, Joe, Kristal). I explained our offer in detail.

They were not willing to accept that deal and have decided to end service to Columbia on February 13th. They will continue 2 flights per day in January, reducing that to one flight per day February 1 through the 13th. I doubt they have many takers in Feb with \$1,700 fares, but that is their strategy to pull down the service.

They would like us to work with Anthony Black of their staff to coordinate an announcement. Please email me any particular points you would like to make regarding this as soon as possible. Some thoughts I have:

- The City of Columbia offered a \$3 Million revenue guarantee to Delta for future service at COU, however, Delta has decided to exit the market.
- Their flights enjoyed 89% load factors with ticket prices higher than many other locations.
- We appreciate the service Delta provided via Memphis and in the last six months, Atlanta.
- After Delta's departure, service at COU will be 40% greater than it is today, due to the arrival of Frontier and American Airlines.
- Our new connections to Chicago and Dallas connect us to the nation and the world in unprecedented ways.

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Mike Matthes
City Manager
Columbia, Missouri

Subject: Preliminary terms - Revenue Guarantee from Columbia, MO
Date: Friday, November 2, 2012 4:00:57 PM Central Daylight Time
From: Michael Matthes
To: Robert.J.Cortelyou@delta.com
CC: City of COlumbia Mayor, Jones, Jacquelyn K., Greg Steinhoff, Ron McNeill

Dear Mr. Cortelyou,

Attached, please find a letter outlining the City of Columbia's current thinking regarding our future service relationship. I look forward to discussing it in more detail next week. I will call early in the week to arrange a suitable time to have another call.

Regards,

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Regards,

Mike Matthes
City Manager
Columbia, Missouri

Subject: Fwd: Delta

Date: Friday, November 2, 2012 7:33:01 AM Central Daylight Time

From: Michael Matthes

To: City of COlumbia Mayor, Greg Steinhoff, Jones, Jacquelyn K.

Good Morning,

This just in from Delta via Ron McNeill. A significantly lower number than they were pitching on the phone. Is there a chance we could meet this afternoon - either in person or via Google hangout?

Regards,

Mike Matthes
City Manager
Columbia, Missouri

----- Forwarded message -----

From: **Ron McNeill** <ron.mcneill@meadhunt.com>

Date: Thu, Nov 1, 2012 at 11:14 PM

Subject: RE: Delta

To: Mike Matthes <mematthe@gocolumbiamo.com>

Mike,

I will be in meetings much of Friday and wanted to make sure you had a chance to see the Delta proposal. They are looking for a firm response by next Wednesday. This is a lower per flight guarantee they want a \$3M guarantee to cover 2013/2014. Details are highlighted below.

Please let me know when you would like to discuss and I will try to contact you between meetings.

Ron

-----Original Message-----

From: Murphy, Kristal [mailto:Kristal.Murphy@delta.com]

Sent: Thursday, November 01, 2012 4:17 PM

To: Ron McNeill; Esposito, Joe

Subject: RE: COU

Hi Ron

Below is the Delta per operation proposal for a 50 seat CRJ for the 2013/2014 \$3M revenue guarantee. The total rate is based on current fuel and will adjust from month to month. The fixed cost is included along with the estimated fuel. We need to get a firm answer from the city by COB Wednesday November 7th

Total per op*: \$5,899

Fixed cost: \$4,000

Fuel cost**: \$1,899

* Estimated total cost is \$5,899 based on current fuel price, this rate will vary monthly based on fuel price.

**fuel will be a pass through of actual cost each month the above amount is calculated at \$3.22 per gallon

Thanks

Kristal

Ron McNeill | Senior Consultant

Mead & Hunt, Inc | M & H Architecture, Inc | 152 Ginger Hill Court | Glen Carbon, IL 62034

Main: [618-656-2848](tel:618-656-2848) | Mobile: [618-407-7296](tel:618-407-7296)

ron.mcneill@meadhunt.com | www.meadhunt.com

From: Mike Matthes [mailto:mematthe@gocolumbiamo.com]

Sent: Thursday, November 01, 2012 5:03 PM

To: Ron McNeill

Subject: Re: Delta

Ron, I should be free from my last meeting around 6. Can I call you after that?

Mike

Sent from my iPhone

On Nov 1, 2012, at 4:28 PM, Ron McNeill <ron.mcneill@meadhunt.com> wrote:

Mike,

Just received revised minimum revenue guarantee numbers from Delta. Significantly lower. I can relay this to you over the phone or via email. Wasn't sure if you would want this in writing. Please let me know as soon as possible.

Ron

Ron McNeill | Senior Consultant

Mead & Hunt, Inc | M & H Architecture, Inc | 152 Ginger Hill Court | Glen Carbon, IL 62034

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Columbia, Missouri

----- Forwarded message -----

From: **Ron McNeill** <ron.mcneill@meadhunt.com>

Date: Thu, Nov 1, 2012 at 11:14 PM

Subject: RE: Delta

To: Mike Matthes <mematthe@gocolumbiamo.com>

Mike,

I will be in meetings much of Friday and wanted to make sure you had a chance to see the Delta proposal. They are looking for a firm response by next Wednesday. This is a lower per flight guarantee they want a \$3M guarantee to cover 2013/2014. Details are highlighted below.

Please let me know when you would like to discuss and I will try to contact you between meetings.

Ron

-----Original Message-----

From: Murphy, Kristal [mailto:Kristal.Murphy@delta.com]

Sent: Thursday, November 01, 2012 4:17 PM

To: Ron McNeill; Esposito, Joe

Subject: RE: COU

Hi Ron

Below is the Delta per operation proposal for a 50 seat CRJ for the 2013/2014 \$3M revenue guarantee. The total rate is based on current fuel and will adjust from month to month. The fixed cost is included along with the estimated fuel. We need to get a firm answer from the city by COB Wednesday November 7th

Total per op*: \$5,899

Fixed cost: \$4,000

Fuel cost**: \$1,899

* Estimated total cost is \$5,899 based on current fuel price, this rate will vary monthly based on fuel price.

**fuel will be a pass through of actual cost each month the above amount is calculated at \$3.22 per gallon

Thanks

Kristal

Ron McNeill | Senior Consultant

Mead & Hunt, Inc | M & H Architecture, Inc | 152 Ginger Hill Court | Glen Carbon, IL 62034

Main: [618-656-2848](tel:618-656-2848) | Mobile: [618-407-7296](tel:618-407-7296)

ron.mcneill@meadhunt.com | www.meadhunt.com

From: Mike Matthes [mailto:mematthe@gocolumbiamo.com]

Sent: Thursday, November 01, 2012 5:03 PM

To: Ron McNeill

Subject: Re: Delta

Ron, I should be free from my last meeting around 6. Can I call you after that?

Mike

Sent from my iPhone

On Nov 1, 2012, at 4:28 PM, Ron McNeill <ron.mcneill@meadhunt.com> wrote:

Mike,

Just received revised minimum revenue guarantee numbers from Delta. Significantly lower. I can relay this to you over the phone or via email. Wasn't sure if you would want this in writing. Please let me know as soon as possible.

Ron

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Subject: Fwd: Follow-up

Date: Tuesday, October 30, 2012 2:24:44 PM Central Daylight Time

From: Michael Matthes

To: Greg Steinhoff, City of Columbia Mayor, Jones, Jacquelyn K.

Just to keep everyone in the loop to the extent possible, please see the email following.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

----- Forwarded message -----

From: **Ron McNeill** <ron.mcneill@meadhunt.com>

Date: Tue, Oct 30, 2012 at 1:46 PM

Subject: Follow-up

To: "Michael Matthes <MEMATTHE@GoColumbiaMO.com> (MEMATTHE@GoColumbiaMO.com)" <MEMATTHE@gocolumbiamo.com>

Mike,

Have not made contact with Southwest. I keep getting voicemail so he may be out of town. I sent him an email this afternoon since he usually checks emails even when he travels.

Also – no news from Delta. Suspect this only indicates that it's taking them longer to put together the numbers than they expected.

Will send you an update as soon as I hear from either carrier.

Ron

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Subject: [CMO]: Fwd: Contacts for American Airlines & Frontier
Date: Monday, October 29, 2012 1:39:44 PM Central Daylight Time
From: City of COLUMBIA Mayor
To: CMO

----- Forwarded message -----

From: **Betsy Farris** <bfarris@thumperentertainment.com>
Date: Mon, Oct 29, 2012 at 1:18 PM
Subject: Contacts for American Airlines & Frontier
To: Bob McDavid <mayor@gocolumbiamo.com>

Mayor McDavid,

We're planning to reach out to both American Airlines & Frontier to check into chartered flights for the 2013 BCNB Roots N Blues N BBQ Festival. Do you happen to have any contact info? Otherwise we're happy to research on our end.

thanks!



Betsy Farris
President
(573) 694-3333

Roots N Blues N BBQ Festival
910 East Broadway, Suite 10
Columbia, MO 65201

 @rootsnbluesnbbq

 @rootsnbluesnbbq

 rootsnbluesfestival.tumblr.com

Roots N Blues N BBQ Festival is a Thumper Entertainment Production

 @ThumperEntertainment

Subject: Re: [CMO]: Fwd: Columbia Regional Airport
Date: Friday, October 26, 2012 8:37:13 AM Central Daylight Time
From: Michael Matthes
To: Mayor

Mayor,

Just to follow-up, I called Mike Alden and told him we would help cover the costs.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

On Tue, Oct 2, 2012 at 2:10 PM, Mayor <mayor@gocolumbiamo.com> wrote:

Sent from my iPhone

Begin forwarded message:

From: "Alden, Michael F." <AldenM@missouri.edu>
Date: October 2, 2012, 12:59:04 PM CDT
To: City of Columbia Mayor <mayor@GoColumbiaMO.com>
Subject: FW: Columbia Regional Airport

Bob.....I'm hopeful Mike Matthes can assist on the expenses of this project. Happy for Mizzou Athletics to contribute our share....NO problem. I just want to make sure others are doing their part. I didn't have an email address for Mike....let me know! Mike Alden

From: Alden, Michael F.
Sent: Tuesday, October 02, 2012 12:50 PM
To: Jones, Jacquelyn K.; Koukola, Chris; McCubbin, Todd; City of Columbia Mayor; Cecil, Gregory A.; selkin@boonecountymo.org; Deaton, Brady (Chancellor); McGruder, Ann C.; Janssen, Emily B.; Grinch, Andrew G.; Baumgartner, Sarah E.; Toler, Paul W.; Alden, Michael F.; Austin, Mary A.; Gillin, Douglas; Hayward, Kevin; Hickman, Timothy L.; Maggard, Bryan S.; Matthew, Sandy K.; Reesman, Sarah K.
Subject: FW: Columbia Regional Airport

All of the “facelift” efforts have been completed at Columbia Regional Airport. It looks terrific.....lots of compliments from lots of folks traveling to/from/through the airport. It certainly provides a much better presentation!

Emily Janssen has been serving as the point person on these collective efforts.....Emily and many others have done a fantastic job really improving the overall “look” of the lobby, hallways, rental car area, light poles, baggage claim area, security, etc. We have broad representation of all of our communities in mid Missouri, various points of interest, all of the colleges/universities and of course, the City of Columbia.

If you recall through the attached emails and many other emails over the course of the past 2-2.5 months, this was a collective effort from a variety of folks/areas. Athletics at Mizzou was serving as a facilitator/organizer as we’ve discussed.....although we absolutely were “in” for assisting with time and resources.

Emily has totaled the invoices for all of the work.....approximately \$30,000 and the place looks great! We need to process payment of the bills soon.....so Emily is going to be following up with each of our understood partners(City of Columbia, Boone County, Columbia Regional Airport, Mizzou, Mizzou Athletics, Mizzou Alumni Association, +)to identify your contributions to these efforts. I’ve tried to copy all of the areas to the best of my ability!

Stay tuned.....Emily will be contacting all of you in the next several days electronically and also over the phone.....we probably need a final budget with revenues/expenses(certainly that includes sources of funds and amounts)by October 10th so all of the vendors can be paid. Emily will continue to serve in that facilitating role through “closure” on all of this.....

Thanks again for partnering as a “team” in our community(ies)to really elevate our “brand” of Mid Missouri! See you soon.....

Mike Alden

From: Matthew, Sandy K.
Sent: Monday, October 01, 2012 4:03 PM
To: Alden, Michael F.
Subject: FW: Columbia Regional Airport

From: Alden, Michael F.
Sent: Monday, July 30, 2012 4:28 PM
To: Koukola, Chris; Jones, Jacquelyn K.
Cc: Toler, Paul W.; Grinch, Andrew G.; Janssen, Emily B.; Alden, Michael F.; Austin, Mary A.; Gillin, Douglas; Hayward, Kevin; Hickman, Timothy L.; Maggard, Bryan S.; Matthew, Sandy K.; Reesman, Sarah K.
Subject: RE: Columbia Regional Airport

Jackie, Chris, etc.....

Emily Janssen, the Director of Marketing, will be our "point person" on all things airport/SEC/Mizzou/etc from ICA. We discussed this pretty thoroughly in Senior Management Team in ICA today and are excited to play a part in enhancing the "look" of the baggage claim, security, lobby area of the Columbia Regional Airport.

I'll be heading to Chicago and will be out of town until Monday, August 6th. Hope we can work together to really make an impact on the airport "greeting". Thanks for considering our input.

Mike

From: Koukola, Chris
Sent: Friday, July 27, 2012 8:10 PM
To: Jones, Jacquelyn K.
Cc: Toler, Paul W.; Alden, Michael F.
Subject: Re: Columbia Regional Airport

Let me say I am fine with Mizzou signage. Just wanted to FYI you guys about the call.

Sent from my iPhone

On Jul 27, 2012, at 2:40 PM, "Jones, Jacquelyn K." <JonesJK@missouri.edu> wrote:

Not sure how this works with the various Mizzou signage, etc we have recently provided the airport.

Mike, who is your contact person for Athletics who will be working on this? No need to duplicate the MU efforts on this.

Jackie

Sent from my iPad

Begin forwarded message:

From: "Alden, Michael F." <AldenM@missouri.edu>
Date: July 27, 2012 1:48:11 PM CDT
To: "Cecil, Gregory A." <CecilG@missouri.edu>
Cc: "selkin@boonecountymmo.org" <selkin@boonecountymmo.org>, "Matthew, Sandy K." <matthews@missouri.edu>, "Deaton, Brady (Chancellor)" <DeatonB@missouri.edu>, "McGruder, Ann C." <mcgrudera@missouri.edu>, "Koukola, Chris" <KoukolaC@missouri.edu>, "Jones, Jacquelyn K." <JonesJK@missouri.edu>, "Alden, Michael F." <AldenM@missouri.edu>, "Austin, Mary A." <AustinM@missouri.edu>, "Gillin, Douglas" <gillind@missouri.edu>, "Hayward, Kevin" <haywardk@missouri.edu>, "Hickman, Timothy L." <HickmanTL@missouri.edu>, "Maggard, Bryan S." <MaggardB@missouri.edu>, "Reesman, Sarah K." <ReesmanS@missouri.edu>
Subject: RE: Columbia Regional Airport

Greg....hope you are enjoying your time away from Mizzou....I know you'll probably look at this when you return. At that time, however, I'll actually be on some college visit trips with my son(although I'm hoping Mizzou ends up on the top of that list!).

I was fortunate to travel with Skip Elkin the other day on a connection through Memphis on the way back to COMO. I visited with Skip about our conversation and our support of this effort. Further, I also spoke to Tim Hickman, our Executive Associate AD in Athletics.....he also understands our interest to assist with materials/resources to help accomplish this task. We would not want any credit....just to help from a "Mizzou" aspect and as part of a larger brand effort in the baggage claim, lobby areas of the airport.

I would strongly encourage you guys to see if you can accomplish all of this prior to September 1st. With the increase in traffic at the airport and the upcoming SEC seasons, it would be great if all of these folks could see some great pictures/images of Mid Missouri, Boone County, Cole County, Callaway County, etc., Mizzou and Tiger Athletics. That's the "branding" that will be so important to present.

Again...hope you had a great trip. We are ready and willing to help.

Mike

From: Cecil, Gregory A.
Sent: Monday, July 23, 2012 1:51 PM
To: Alden, Michael F.
Subject: Columbia Regional Airport

Mike

I hope you are doing well. I know you are busy if you are going to all the SEC events. I am touching base following our conversation at the inaugural flight from Atlanta event. I liked your ideas and would be interested in talking more about Tiger items in the terminal.

I am off to Maine with Michelle tomorrow for some vacation time and will be back the 31st. You are welcome to contact me whenever you wish. I look forward to visiting more.

Greg

Gregory Cecil, MPA
Sr. Director of Development and Corporate Relations
University of Missouri College of Engineering
W1006 Lafferre Hall
Columbia, MO 65211
[573-884-5549](tel:573-884-5549) office
[573-529-2953](tel:573-529-2953) mobile
www.giving.missouri.edu

Fly Columbia Regional Airport -featuring jet service on Delta
<http://www.flymidmo.com/>

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Subject: Columbia offer to Delta 10-24-12

Date: Thursday, October 25, 2012 8:18:26 AM Central Daylight Time

From: Michael Matthes

To: City of Columbia Mayor, Greg Steinhoff, Jones, Jacquelyn K.

Good Morning,

The following link will take you to the pitch made on 10-24-12 to Delta.

<https://docs.google.com/presentation/d/10nr0PYjyWQ4u8ILNM9bn2WwTZVWHTWfMjHUKmEytcb4/edit>

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City Manager
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Subject: Conference Call with Delta

Date: Wednesday, October 24, 2012 11:03:49 AM Central Daylight Time

From: Michael Matthes

To: City Of Columbia Ward1, City Of Columbia Ward2, City Of Columbia Ward4, City Of Columbia Ward5, City Of Columbia Ward6, City of COlumbia Ward3

CC: City of COlumbia Mayor

Good Afternoon,

Our call with representatives from Delta was productive in that the result is that we will meet again for another call next week. We were able to explore their concerns more deeply and will work diligently in the coming week to address those.

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Subject: Letter from Delta regarding American Revenue Guarantee
Date: Friday, October 19, 2012 8:12:12 AM Central Daylight Time
From: Michael Matthes
To: City of COlumbia Mayor, City Of Columbia Ward1, City Of Columbia Ward2, City Of Columbia Ward4, City Of Columbia Ward5, City Of Columbia Ward6, City of COlumbia Ward3
CC: Agenda

Dear City Council Members,

We received the attached letter from representatives of Delta Airlines which expresses their view that the revenue guarantee with American puts them at an economic disadvantage. We view this as an opportunity to discuss the expansion of Delta service moving forward.

I have scheduled a call with Delta representatives next week to discuss their letter.

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Date: Friday, October 19, 2012 8:12:12 AM Central Daylight Time

From: Michael Matthes

To: City of COlumbia Mayor, City Of Columbia Ward1, City Of Columbia Ward2, City Of Columbia Ward4, City Of Columbia Ward5, City Of Columbia Ward6, City of COlumbia Ward3

CC: Agenda

Dear City Council Members,

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I have scheduled a call with Delta representatives next week to discuss their letter.

Regards,

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Subject: Re: Letter from Delta

Date: Thursday, October 18, 2012 2:00:37 PM Central Daylight Time

From: Michael Matthes

To: Sheela Amin, Sherry Shettlesworth

CC: City of COLUMBIA Mayor

Thanks Sheela, Sherry,

No further work is needed. We'll take it from here.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

On Thu, Oct 18, 2012 at 2:34 PM, Sheela Amin <skamin@gocolumbiamo.com> wrote:

Sent from my iPhone.

Begin forwarded message:

From: Sherry Shettlesworth <sjshettl@gocolumbiamo.com>
Date: October 18, 2012 2:29:36 PM CDT
To: Sheela Amin <skamin@gocolumbiamo.com>
Subject: Other stuff

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The Delta Airlines letters is attached to this e-mail. What do you want me to do with it at this point?

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Sherry Shettlesworth
Administrative Assistant
City Clerk's Office
City of Columbia
Ph [\(573\) 874-7208](tel:(573)874-7208)
Fax [\(573\) 442-8828](tel:(573)442-8828)
sjshettl@gocolumbiamo.com

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Subject: [CMO]: Fwd: Columbia Regional Airport
Date: Wednesday, October 17, 2012 7:53:58 PM Central Daylight Time
From: Mayor
To: cmo@gocolumbiamo.com

Sent from my iPhone

Begin forwarded message:

From: "Janssen, Emily B." <janssene@missouri.edu>
Date: October 17, 2012, 1:06:50 PM CDT
To: City of Columbia Mayor <mayor@gocolumbiamo.com>
Subject: RE: FW: Columbia Regional Airport

Good Afternoon-

Wanted to follow up and see if you and Mike Matthes had been able to meet on the airport improvement project. I really appreciate your willingness to work together on this and would like to get back to Mike and others as soon as possible.

Thanks,
Emily

From: City of Columbia Mayor [<mailto:mayor@gocolumbiamo.com>]
Sent: Monday, October 08, 2012 9:34 AM
To: Janssen, Emily B.
Subject: Re: FW: Columbia Regional Airport

The visual improvement to the airport terminal is dramatic. Great work by your team. I meet with the City Manager on Thursday, when he gets back in town. I'll certainly recommend that the city contribute. We are in this together.

Bob McDavid

On Sat, Oct 6, 2012 at 11:02 AM, Janssen, Emily B. <janssene@missouri.edu> wrote:
Mayor-

Wanted to follow up on Mike's notes below and see if you would be able to contribute any funds to the Airport project. As he mentioned we would appreciate any support the City could provide. I'm meeting w/ Don Elliot and Steve Sapp next week as a follow up to this note. Please let me know of any questions.

Thanks,
Emily

From: Alden, Michael F.

Sent: Tuesday, October 02, 2012 12:50 PM

To: Jones, Jacquelyn K.; Koukola, Chris; McCubbin, Todd; City of COlumbia Mayor; Cecil, Gregory A.; selkin@boonecountymo.org; Deaton, Brady (Chancellor); McGruder, Ann C.; Janssen, Emily B.; Grinch, Andrew G.; Baumgartner, Sarah E.; Toler, Paul W.; Alden, Michael F.; Austin, Mary A.; Gillin, Douglas; Hayward, Kevin; Hickman, Timothy L.; Maggard, Bryan S.; Matthew, Sandy K.; Reesman, Sarah K.

Subject: FW: Columbia Regional Airport

All of the "facelift" efforts have been completed at Columbia Regional Airport. It looks terrific.....lots of compliments from lots of folks traveling to/from/through the airport. It certainly provides a much better presentation!

Emily Janssen has been serving as the point person on these collective efforts.....Emily and many others have done a fantastic job really improving the overall "look" of the lobby, hallways, rental car area, light poles, baggage claim area, security, etc. We have broad representation of all of our communities in mid Missouri, various points of interest, all of the colleges/universities and of course, the City of Columbia.

If you recall through the attached emails and many other emails over the course of the past 2-2.5 months, this was a collective effort from a variety of folks/areas. Athletics at Mizzou was serving as a facilitator/organizer as we've discussed.....although we absolutely were "in" for assisting with time and resources.

Emily has totaled the invoices for all of the work.....approximately \$30,000 and the place looks great! We need to process payment of the bills soon.....so Emily is going to be following up with each of our understood partners(City of Columbia, Boone County, Columbia Regional Airport, Mizzou, Mizzou Athletics, Mizzou Alumni Association, +)to identify your contributions to these efforts. I've tried to copy all of the areas to the best of my ability!

Stay tuned.....Emily will be contacting all of you in the next several days electronically and also over the phone.....we probably need a final budget with revenues/expenses(certainly that includes sources of funds and amounts)by October 10th so all of the vendors can be paid. Emily will continue to serve in that facilitating role through "closure" on all of this.....

Thanks again for partnering as a "team" in our community(ies)to really elevate our "brand" of Mid Missouri! See you soon....

Mike Alden

From: Matthew, Sandy K.

Sent: Monday, October 01, 2012 4:03 PM

To: Alden, Michael F.

Subject: FW: Columbia Regional Airport

From: Alden, Michael F.

Sent: Monday, July 30, 2012 4:28 PM

To: Koukola, Chris; Jones, Jacquelyn K.

Cc: Toler, Paul W.; Grinch, Andrew G.; Janssen, Emily B.; Alden, Michael F.; Austin, Mary A.; Gillin,

Douglas; Hayward, Kevin; Hickman, Timothy L.; Maggard, Bryan S.; Matthew, Sandy K.; Reesman, Sarah K.

Subject: RE: Columbia Regional Airport

Jackie, Chris, etc.....

Emily Janssen, the Director of Marketing, will be our "point person" on all things airport/SEC/Mizzou/etc from ICA. We discussed this pretty thoroughly in Senior Management Team in ICA today and are excited to play a part in enhancing the "look" of the baggage claim, security, lobby area of the Columbia Regional Airport.

I'll be heading to Chicago and will be out of town until Monday, August 6th. Hope we can work together to really make an impact on the airport "greeting". Thanks for considering our input.

Mike

From: Koukola, Chris
Sent: Friday, July 27, 2012 8:10 PM
To: Jones, Jacquelyn K.
Cc: Toler, Paul W.; Alden, Michael F.
Subject: Re: Columbia Regional Airport

Let me say I am fine with Mizzou signage. Just wanted to FYI you guys about the call.

Sent from my iPhone

On Jul 27, 2012, at 2:40 PM, "Jones, Jacquelyn K." <JonesJK@missouri.edu> wrote:

Not sure how this works with the various Mizzou signage, etc we have recently provided the airport.

Mike, who is your contact person for Athletics who will be working on this?
No need to duplicate the MU efforts on this.

Jackie

Sent from my iPad

Begin forwarded message:

From: "Alden, Michael F." <AldenM@missouri.edu>
Date: July 27, 2012 1:48:11 PM CDT
To: "Cecil, Gregory A." <CecilG@missouri.edu>
Cc: "selkin@boonecountymmo.org"
<selkin@boonecountymmo.org>, "Matthew, Sandy K." <matthews@missouri.edu>, "Deaton, Brady (Chancellor)" <DeatonB@missouri.edu>, "McGruder, Ann C." <mcgrudera@missouri.edu>, "Koukola, Chris" <KoukolaC@missouri.edu>, "Jones, Jacquelyn K." <JonesJK@missouri.edu>, "Alden, Michael F."

<AldenM@missouri.edu>, "Austin, Mary A."
<AustinM@missouri.edu>, "Gillin, Douglas"
<gillind@missouri.edu>, "Hayward, Kevin"
<haywardk@missouri.edu>, "Hickman, Timothy L."
<HickmanTL@missouri.edu>, "Maggard, Bryan S."
<MaggardB@missouri.edu>, "Reesman, Sarah K."
<ReesmanS@missouri.edu>

Subject: RE: Columbia Regional Airport

Greg....hope you are enjoying your time away from Mizzou....I know you'll probably look at this when you return. At that time, however, I'll actually be on some college visit trips with my son(although I'm hoping Mizzou ends up on the top of that list!).

I was fortunate to travel with Skip Elkin the other day on a connection through Memphis on the way back to COMO. I visited with Skip about our conversation and our support of this effort. Further, I also spoke to Tim Hickman, our Executive Associate AD in Athletics.....he also understands our interest to assist with materials/resources to help accomplish this task. We would not want any credit....just to help from a "Mizzou" aspect and as part of a larger brand effort in the baggage claim, lobby areas of the airport.

I would strongly encourage you guys to see if you can accomplish all of this prior to September 1st. With the increase in traffic at the airport and the upcoming SEC seasons, it would be great if all of these folks could see some great pictures/images of Mid Missouri, Boone County, Cole County, Callaway County, etc., Mizzou and Tiger Athletics. That's the "branding" that will be so important to present.

Again...hope you had a great trip. We are ready and willing to help.

Mike

From: Cecil, Gregory A.
Sent: Monday, July 23, 2012 1:51 PM
To: Alden, Michael F.
Subject: Columbia Regional Airport

Mike

I hope you are doing well. I know you are busy if you are going to all the SEC events. I am touching base following our conversation at the inaugural flight from Atlanta event. I liked your ideas and would be interested in talking more about Tiger items in the terminal.

I am off to Maine with Michelle tomorrow for some vacation time and will be back the 31st. You are welcome to contact me whenever you wish. I look forward to visiting more.

Greg

Gregory Cecil, MPA
Sr. Director of Development and Corporate Relations
University of Missouri College of Engineering
W1006 Lafferre Hall
Columbia, MO 65211
[573-884-5549](tel:573-884-5549) office
[573-529-2953](tel:573-529-2953) mobile
www.giving.missouri.edu

Fly Columbia Regional Airport -featuring jet service on Delta
<http://www.flymidmo.com/>

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Subject: Fwd: DL follow-up

Date: Monday, October 15, 2012 7:52:27 AM Central Daylight Time

From: Michael Matthes

To: City of Columbia Mayor

Mayor,

Important information follows.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

----- Forwarded message -----

From: **Ron McNeill** <ron.mcneill@meadhunt.com>

Date: Fri, Oct 12, 2012 at 5:54 PM

Subject: DL follow-up

To: "Michael Matthes <MEMATTHE@GoColumbiaMO.com> (<MEMATTHE@GoColumbiaMO.com>)"
<MEMATTHE@gocolumbiamo.com>

Mike,

A short time ago Joseph Pickering in our Atlanta office spoke with Anthony Canitano who confirmed that Joe Esposito was irate when he saw the amount of money that was on the table for American. He says Delta loses money operating to Columbia during the winter and it was Joe who put the 3rd COU-ATL in the schedule for January/February 2013 against the recommendation of his staff. The thought of another carrier entering the market with no risk reminded them of Wichita giving a subsidy to AirTran to operate to Atlanta while Delta had been operating ICT-ATL without a subsidy for years. This is clearly different since American isn't planning to operate to Atlanta but they saw it in the same light. Apparently they still haven't gotten over the fact that Frontier added service from Columbia to Orlando.

I explained to Joseph that there are several important points for Delta to be aware of ...

1. Columbia values the Delta service but Delta load factors are high and a significant number of local passengers continue to drive to other airports because COU doesn't have enough capacity.
2. Chicago has always been a priority for Columbia – particularly MU who has a recruiting office in Chicago and gets a significant number of out-of state students from that area.

3. Since Delta has no interest in operating COU-ORD the community has approached American, United, SkyWest, Trans States on numerous occasions with significant offers for ORD service with no success until the community negotiated this deal with American.
4. We consider the American incentive to be high but AA would not initiate Chicago service without the overall incentive package as published including two flights to Dallas
5. Columbia has spent a significant amount of money in recent years to promote Delta service from Columbia.
6. Columbia did not offer Frontier a revenue guarantee or cash incentives to add service to Orlando (Delta's number 2 connecting market).
7. American service to Dallas will address the need for service to the West and very few of these passengers would have considered connecting over Atlanta.
8. Chicago service will pick up some passengers that could have connected to the Northeast over Atlanta but the primary focus is the local Columbia to Chicago market.

As I mentioned to you, Delta is looking to free up aircraft in 2013/2014 to cover the fact that they will have fewer units year-over-year. Delta doesn't tend to make empty threats so if they suggest the American deal causes them to rethink service to COU we have to take this seriously. We expect feedback from Joe Esposito early next week and should get a sense of what Delta is really thinking and what they realistically might expect Columbia to do to help repair the relationship.

I have no travel scheduled next week and will be available to meet in Columbia.

Ron McNeill | Senior Consultant

Mead & Hunt, Inc | M & H Architecture, Inc | 152 Ginger Hill Court | Glen Carbon, IL 62034

Main: [618-656-2848](tel:618-656-2848) | Mobile: [618-407-7296](tel:618-407-7296)

ron.mcneill@meadhunt.com | www.meadhunt.com

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Subject: Fwd: FW: From columbiatribune.com: 'City announces new air service to Dallas, Chicago'

Date: Monday, October 15, 2012 7:52:02 AM Central Daylight Time

From: Michael Matthes

To: City of Columbia Mayor

Mayor,

Joe's email is under the Forwarded Message line and other contact information is under that. I will also send what we have from Ron McNeill on this.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

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From: **Don Elliott** <dee@gocolumbiamo.com>

Date: Fri, Oct 12, 2012 at 8:12 AM

Subject: Fwd: FW: From columbiatribune.com: 'City announces new air service to Dallas, Chicago'

To: John Glascock <jglasco@gocolumbiamo.com>, Michael Matthes <mematthe@gocolumbiamo.com>

Cc: Ron McNeill <ron.mcneill@meadhunt.com>

Delta's reaction to the news.

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[404 715 3283](#)

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Mike Matthes
City Manager
Columbia, Missouri

On Thu, Oct 11, 2012 at 1:49 PM, Solomon, Ryan <Ryan.Solomon@aa.com> wrote:

Mike –

Attached reflects all the changes we discussed via conference call and legal markups.

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Please advise of the next steps on your side.

Kind regards,

Ryan

Ryan Solomon | Director, Regional Partnerships | [AmericanAirlines®](#)

[4333 Amon Carter Boulevard | MD5544 HDQ1 | Ft Worth, TX 76155 | O: \(817\) 931-0101](#)

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Subject: Fwd: Air Service Agreement AA - COU markup to COU 10-11-12
Date: Thursday, October 11, 2012 12:57:10 PM Central Daylight Time
From: Michael Matthes
To: Fred Boeckmann
CC: City of COLUMBIA Mayor, Steven Sapp, Toni Messina, Heather Cole, Sheela Amin

All,

Here it is! Please announce the press conference.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

----- Forwarded message -----

From: **Solomon, Ryan** <Ryan.Solomon@aa.com>
Date: Thu, Oct 11, 2012 at 1:49 PM
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To: "mematthe@gocolumbiamo.com" <mematthe@gocolumbiamo.com>
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Subject: Air Service notes

Date: Thursday, October 11, 2012 9:28:45 AM Central Daylight Time

From: Mike Matthes

To: Bob McDavid, Fred Boeckmann, Sheela Amin, John Glascock, Toni Messina,

My notes:

Prepare agenda items

Announce tentative agreement when the agenda goes out 5 pm today.

Special meeting 12th at 5:00 pm

Closed meeting on 15th to compare United agreement with American.

Read and hold Monday the 15th 7:00 pm

Special meeting on 22nd at 8:00 am

On 22nd 9:30 do a press conference where American accepts the deal and signs.

Script tonight:

We are announcing a tentative agreement with American Airlines for 2 flights per day on 50 seat jets to Dallas and one flight per day to Chicago starting in February. This agreement is contingent upon approving this agreement, consummating the escrow fund, and final approval from American.

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Sent from my iPad

Subject: Air service guarantee and special Council Meeting
Date: Wednesday, October 10, 2012 12:32:19 PM Central Daylight Time
From: Mike Matthes
To: Fred Boeckmann
CC: Mayor Bob McDavid

Fred,

As part of our ongoing negotiations, American Airlines will be wanting to do a big press announcement on Oct 22. They are asking that Council approve the deal before that date. They understand it will be public and the press will pick it up before the 22nd if we do that.

Therefore, please let me know what our options are for a special meeting. How close can we get to the 22nd for the meeting? When will the agenda need to be released?, etc. I'll want to put all three agreements on the same agenda (ASA, Zimmer, and Escrow deal).

Additionally, they will be sending us their final markup tomorrow at the latest.

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Sent from my iPad

Subject: [CMO]: Fwd: Columbia Regional Airport
Date: Tuesday, October 2, 2012 1:10:23 PM Central Daylight Time
From: Mayor
To: cmo@gocolumbiamo.com

Sent from my iPhone

Begin forwarded message:

From: "Alden, Michael F." <AldenM@missouri.edu>
Date: October 2, 2012, 12:59:04 PM CDT
To: City of COlumbia Mayor <mayor@GoColumbiaMO.com>
Subject: FW: Columbia Regional Airport

Bob.....I'm hopeful Mike Matthes can assist on the expenses of this project. Happy for Mizzou Athletics to contribute our share....NO problem. I just want to make sure others are doing their part. I didn't have an email address for Mike....let me know! Mike Alden

From: Alden, Michael F.
Sent: Tuesday, October 02, 2012 12:50 PM
To: Jones, Jacquelyn K.; Koukola, Chris; McCubbin, Todd; City of COlumbia Mayor; Cecil, Gregory A.; selkin@boonecountymmo.org; Deaton, Brady (Chancellor); McGruder, Ann C.; Janssen, Emily B.; Grinch, Andrew G.; Baumgartner, Sarah E.; Toler, Paul W.; Alden, Michael F.; Austin, Mary A.; Gillin, Douglas; Hayward, Kevin; Hickman, Timothy L.; Maggard, Bryan S.; Matthew, Sandy K.; Reesman, Sarah K.
Subject: FW: Columbia Regional Airport

All of the "facelift" efforts have been completed at Columbia Regional Airport. It looks terrific.....lots of compliments from lots of folks traveling to/from/through the airport. It certainly provides a much better presentation!

Emily Janssen has been serving as the point person on these collective efforts.....Emily and many others have done a fantastic job really improving the overall "look" of the lobby, hallways, rental car area, light poles, baggage claim area, security, etc. We have broad representation of all of our communities in mid Missouri, various points of interest, all of the colleges/universities and of course, the City of Columbia.

If you recall through the attached emails and many other emails over the course of the past 2-2.5 months, this was a collective effort from a variety of folks/areas. Athletics at Mizzou

was serving as a facilitator/organizer as we've discussed.....although we absolutely were "in" for assisting with time and resources.

Emily has totaled the invoices for all of the work.....approximately \$30,000 and the place looks great! We need to process payment of the bills soon.....so Emily is going to be following up with each of our understood partners(City of Columbia, Boone County, Columbia Regional Airport, Mizzou, Mizzou Athletics, Mizzou Alumni Association, +)to identify your contributions to these efforts. I've tried to copy all of the areas to the best of my ability!

Stay tuned.....Emily will be contacting all of you in the next several days electronically and also over the phone.....we probably need a final budget with revenues/expenses(certainly that includes sources of funds and amounts)by October 10th so all of the vendors can be paid. Emily will continue to serve in that facilitating role through "closure" on all of this.....

Thanks again for partnering as a "team" in our community(ies)to really elevate our "brand" of Mid Missouri! See you soon.....

Mike Alden

From: Matthew, Sandy K.
Sent: Monday, October 01, 2012 4:03 PM
To: Alden, Michael F.
Subject: FW: Columbia Regional Airport

From: Alden, Michael F.
Sent: Monday, July 30, 2012 4:28 PM
To: Koukola, Chris; Jones, Jacquelyn K.
Cc: Toler, Paul W.; Grinch, Andrew G.; Janssen, Emily B.; Alden, Michael F.; Austin, Mary A.; Gillin, Douglas; Hayward, Kevin; Hickman, Timothy L.; Maggard, Bryan S.; Matthew, Sandy K.; Reesman, Sarah K.
Subject: RE: Columbia Regional Airport

Jackie, Chris, etc.....

Emily Janssen, the Director of Marketing, will be our "point person" on all things airport/SEC/Mizzou/etc from ICA. We discussed this pretty thoroughly in Senior Management Team in ICA today and are excited to play a part in enhancing the "look" of the baggage claim, security, lobby area of the Columbia Regional Airport.

I'll be heading to Chicago and will be out of town until Monday, August 6th. Hope we can work together to really make an impact on the airport "greeting". Thanks for considering our input.

Mike

From: Koukola, Chris
Sent: Friday, July 27, 2012 8:10 PM
To: Jones, Jacquelyn K.

Cc: Toler, Paul W.; Alden, Michael F.
Subject: Re: Columbia Regional Airport

Let me say I am fine with Mizzou signage. Just wanted to FYI you guys about the call.

Sent from my iPhone

On Jul 27, 2012, at 2:40 PM, "Jones, Jacquelyn K." <JonesJK@missouri.edu> wrote:

Not sure how this works with the various Mizzou signage, etc we have recently provided the airport.

Mike, who is your contact person for Athletics who will be working on this?
No need to duplicate the MU efforts on this.

Jackie

Sent from my iPad

Begin forwarded message:

From: "Alden, Michael F." <AldenM@missouri.edu>
Date: July 27, 2012 1:48:11 PM CDT
To: "Cecil, Gregory A." <CecilG@missouri.edu>
Cc: "selkin@boonecountymo.org"
<selkin@boonecountymo.org>, "Matthew, Sandy K." <matthews@missouri.edu>, "Deaton, Brady (Chancellor)" <DeatonB@missouri.edu>, "McGruder, Ann C." <mcgrudera@missouri.edu>, "Koukola, Chris" <KoukolaC@missouri.edu>, "Jones, Jacquelyn K." <JonesJK@missouri.edu>, "Alden, Michael F." <AldenM@missouri.edu>, "Austin, Mary A." <AustinM@missouri.edu>, "Gillin, Douglas" <gillind@missouri.edu>, "Hayward, Kevin" <haywardk@missouri.edu>, "Hickman, Timothy L." <HickmanTL@missouri.edu>, "Maggard, Bryan S." <MaggardB@missouri.edu>, "Reesman, Sarah K." <ReesmanS@missouri.edu>
Subject: RE: Columbia Regional Airport

Greg...hope you are enjoying your time away from Mizzou....I know you'll probably look at this when you return. At that time, however, I'll actually be on some college visit trips with my son(although I'm hoping Mizzou ends up on the top of that list!).

I was fortunate to travel with Skip Elkin the other day on a connection through Memphis on the way back to COMO. I visited with Skip about our conversation and our support of this effort. Further, I also spoke to Tim Hickman, our Executive

Associate AD in Athletics.....he also understands our interest to assist with materials/resources to help accomplish this task. We would not want any credit...just to help from a “Mizzou” aspect and as part of a larger brand effort in the baggage claim, lobby areas of the airport.

I would strongly encourage you guys to see if you can accomplish all of this prior to September 1st. With the increase in traffic at the airport and the upcoming SEC seasons, it would be great if all of these folks could see some great pictures/images of Mid Missouri, Boone County, Cole County, Callaway County, etc., Mizzou and Tiger Athletics. That’s the “branding” that will be so important to present.

Again...hope you had a great trip. We are ready and willing to help.

Mike

From: Cecil, Gregory A.
Sent: Monday, July 23, 2012 1:51 PM
To: Alden, Michael F.
Subject: Columbia Regional Airport

Mike

I hope you are doing well. I know you are busy if you are going to all the SEC events. I am touching base following our conversation at the inaugural flight from Atlanta event. I liked your ideas and would be interested in talking more about Tiger items in the terminal.

I am off to Maine with Michelle tomorrow for some vacation time and will be back the 31st. You are welcome to contact me whenever you wish. I look forward to visiting more.

Greg

Gregory Cecil, MPA
Sr. Director of Development and Corporate Relations
University of Missouri College of Engineering
W1006 Lafferre Hall
Columbia, MO 65211
573-884-5549 office
573-529-2953 mobile
www.giving.missouri.edu

Fly Columbia Regional Airport -featuring jet service on Delta
<http://www.flymidmo.com/>

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Subject: American and Sky West

Date: Thursday, September 13, 2012 12:14:15 PM Central Daylight Time

From: Michael Matthes

To: City of Columbia Mayor, John Glascock, Don Elliott

Thought you would all have an interest in this.

<http://www.star-telegram.com/2012/09/12/4254289/amr-reaches-deal-with-regional.html>

Regards,

Mike Matthes
City Manager
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Columbia, Missouri

Subject: American and Sky West

Date: Thursday, September 13, 2012 12:14:15 PM Central Daylight Time

From: Michael Matthes

To: City of COlumbia Mayor, John Glascock, Don Elliott

Thought you would all have an interest in this.

<http://www.star-telegram.com/2012/09/12/4254289/amr-reaches-deal-with-regional.html>

Regards,

Mike Matthes
City Manager
Columbia, Missouri

Subject: Fwd: Columbia, MO

Date: Thursday, September 13, 2012 8:52:52 AM Central Daylight Time

From: Michael Matthes

To: City of Columbia Mayor

Mayor,

Just an FYI, what I sent to Martin a few minutes ago.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

----- Forwarded message -----

From: **Michael Matthes** <mematthe@gocolumbiamo.com>

Date: Thu, Sep 13, 2012 at 9:49 AM

Subject: Columbia, MO

To: "Kammerman, Martin [WHQAS]" <Martin.Kammerman@united.com>

Hi Martin,

Following is what I received from Ron McNeill when I asked about average fare benchmarks. This underscores the initial reaction I'm getting from my Council, which is surprise at the amount of the segment revenue target. At roughly \$6,000 per flight, it's about \$1,000 more than their highest expectation had been. Is there any way to meet in the middle on that and somehow live with half the amount of profit guaranteed (bring the segment guarantee to \$5,500 or so)? I still have to make contact with 2 Council members and hope to do that by the end of this week.

"Delta has reported an overall average COU system fare of \$201 and that is lower than the UA ORD markets like STL at \$238. The COU-MEM segment fare was only \$80 vs the STL-ORD average segment fare of \$102. Several reasons for this but primarily it's because ...

- the average passenger connecting via ORD is traveling much further to their final destination (1,284 average miles for UA STL-ORD passengers vs 828 miles for COU-MEM passengers)
- 28% of the UA passengers STL-ORD are locals while the COU-MEM local market is less than

10% of overall passengers.

- many of the passengers connecting over MEM are going to Florida at lower fares while many ORD connections are going to Europe or business passengers to the Northeast.

Not an easy comparison.

Delta did report 1.2 passengers/day traveling from COU to ORD via MEM. On average those passengers paid \$159 OW or \$318 RT. Note – all of the fares that I use are without taxes since that's the way the airlines will credit you for revenue.

When I look at the UA numbers it seems that a 75% LF and a \$130 average OW fare should be a reasonably easy target. At that level, the MRG shortfall is high at \$1.1M/year assuming no fuel adjustment. A \$10 increase in the average fare to \$140 (at the 75% LF) improves the results to a \$0.55M shortfall and fares have been increasing in recent months. You roughly reach breakeven with the \$150 average fare that is \$4 higher than current SGF-ORD results. Note - SGF has AA and UA competition to ORD or their LF and fares would be higher. Once you reach an 80% LF like you currently have COU-MEM the breakeven fare is basically \$140."

Regards,

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City Manager
Columbia, Missouri

Subject: Re: Contract First Draft

Date: Wednesday, September 12, 2012 9:07:23 AM Central Daylight Time

From: Michael Matthes

To: Ron McNeill

CC: John Glascock, Don Elliott, Bob McDavid

Ron,

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Sent: Friday, September 07, 2012 7:33 PM
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Cc: John Glascock; Don Elliott; Bob McDavid
Subject: Fwd: Contract First Draft

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Today we had a second meeting with our Sr. VP to discuss new markets including COU – ORD. Later this week we will be presenting this to his boss. We were told to begin working with you to finalize the contract details as part of our packaging for this project. It is still possible that we could be derailed by various issues, but we are on track otherwise and have made some good progress.

Martin Kammerman

Senior Manager, Market Analysis
Network Planning
United Airlines
233 South Wacker, Chicago IL 60606
martin.kammerman@united.com
(872) 825 - 8677

Subject: Fwd: Contract First Draft

Date: Friday, September 7, 2012 6:32:42 PM Central Daylight Time

From: Mike Matthes

To: Ron McNeill

CC: John Glascock, Don Elliott, Bob McDavid

Hi Ron,

Please take a look at what we received from United when convenient. They are looking for \$6,000 per segment and \$10 on the gas kicker. This seems steep to me, but I'd like to ask you for your opinion. Does this agreement as written, seem fair, or steep?

I expect to have American's proposed deal on Monday and will forward that to you then.

Regards,

Mike Matthes
City Manager
Columbia, MO

Sent from my iPad

Begin forwarded message:

From: "Kammerman, Martin [WHQAS]" <Martin.Kammerman@united.com>

Date: September 4, 2012 2:05:02 PM CDT

To: <mematthe@gocolumbiamo.com>

Cc: "Kremer, Thomas [WHQAS]" <Thomas.Kremer@united.com>

Subject: Contract First Draft

Mike,

Please let me know when you receive this e-mail.

Attached is our first draft on a contract for a minimum revenue guarantee. It is based on similar contracts that we engage in with many other airports. It covers many of the points that you, Tom and I have discussed over the last few months. Please read it over and let me

know if there are any significant issues that you have. After you and I discuss these, then send it to your legal people for review.

Please keep the revenue and cost discussions confidential. Let us know if you would like to discuss how some of the statistics were developed.

This has not yet been reviewed by our legal department, however, it is very similar to other MRG programs that we have participated in.

Today we had a second meeting with our Sr. VP to discuss new markets including COU – ORD. Later this week we will be presenting this to his boss. We were told to begin working with you to finalize the contract details as part of our packaging for this project. It is still possible that we could be derailed by various issues, but we are on track otherwise and have made some good progress.

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Senior Manager, Market Analysis
Network Planning
United Airlines
233 South Wacker, Chicago IL 60606
martin.kammerman@united.com
(872) 825 - 8677

Subject: Fwd: Allegiant Air
Date: Monday, August 27, 2012 2:23:55 PM Central Daylight Time
From: Michael Matthes
To: City of Columbia Mayor

Mayor,

Don has a bit of intel following.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

----- Forwarded message -----

From: **Don Elliott** <dee@gocolumbiamo.com>
Date: Mon, Aug 27, 2012 at 3:18 PM
Subject: Re: Allegiant Air
To: Mike Matthes <mematthe@gocolumbiamo.com>

They referenced fuels costs and TSA's projected timeline (mid-November) for COU to obtain Cat. III security plan. However, they spent most of their time talking about how they were caught off guard with Frontier's announcement.

On Mon, Aug 27, 2012 at 2:40 PM, Mike Matthes <mematthe@gocolumbiamo.com> wrote:

Don,

Did they indicate a reason?

Mike

Sent from my iPhone

On Aug 27, 2012, at 2:17 PM, Don Elliott <dee@gocolumbiamo.com> wrote:

Allegiant Air is holding off on their announcement. They indicated they may be back in the spring with a different route.

--

Don Elliott
Airport Manager
Columbia Regional Airport
11300 S Airport Dr
Columbia MO 65201
[573-817-5060](tel:573-817-5060)
flymidmo.com

"Do what you can, with what you have, where you are." –Theodore Roosevelt

--

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11300 S Airport Dr
Columbia MO 65201
[573-817-5060](tel:573-817-5060)
flymidmo.com

"Do what you can, with what you have, where you are." –Theodore Roosevelt

Subject: Fwd: COU monthly schedules

Date: Saturday, August 25, 2012 7:40:01 AM Central Daylight Time

From: Michael Matthes

To: City of COlumbia Mayor

Here it is!

Regards,

Mike Matthes
City Manager
Columbia, Missouri

----- Forwarded message -----

From: **Ron McNeill** <ron.mcneill@meadhunt.com>

Date: Fri, Aug 24, 2012 at 11:34 PM

Subject: COU monthly schedules

To: "DEE@gocolumbiamo.com" <DEE@gocolumbiamo.com>, "John Glascock (JDGLASCO@GoColumbiaMO.com)" <JDGLASCO@gocolumbiamo.com>, "Michael Matthes <MEMATTHE@GoColumbiaMO.com> (MEMATTHE@GoColumbiaMO.com)" <MEMATTHE@gocolumbiamo.com>, "City of Columbia Mayor (Mayor@GoColumbiaMO.com)" <Mayor@gocolumbiamo.com>

Carriers typically publish schedules 11 months in advance taking us through July 2013. Future schedules are always subject to change but this table provides an overall look at current plans for Delta and Frontier. Delta's decision to cut MEM service results in an overall drop in November capacity even with the Frontier service startup. The Frontier service produces a year-over-year increase in winter capacity but the big increase in seats begins in March when Delta adds the 3rd flight to ATL.

Thought you might find this of value recognizing that we expect more changes going forward.

COU Scheduled Seats by Month

			JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
2011	DL	MEM	4,500	4,150	4,450	4,250	4,400	4,300	4,350	4,450	4,250	4,400	3,950
2012	DL	ATL						1,200	1,500	1,550	2,800	3,100	2,900
	DL	BHM										50	
	DL	MEM	3,050	2,900	4,350	4,250	4,350	3,050	2,650	2,900	1,400	1,350	100
	F9	MCO											552
	Total		3,050	2,900	4,350	4,250	4,350	4,250	4,150	4,450	4,200	4,500	3,552
2013	DL	ATL	2,900	2,550	4,250	4,300	4,450	4,250	4,450				
	F9	MCO	1,242	1,104	1,242	1,242	1,104	1,242	1,242				
	Total		4,142	3,654	5,492	5,542	5,554	5,492	5,692				

Note – DL has one flight to Birmingham, AL (BHM) on October 14th following the MU-Alabama game.

Ron McNeill | Senior Consultant

Mead & Hunt, Inc | M & H Architecture, Inc | 152 Ginger Hill Court | Glen Carbon, IL 62034

Main: [618-656-2848](tel:618-656-2848) | Mobile: [618-407-7296](tel:618-407-7296)

ron.mcneill@meadhunt.com | www.meadhunt.com

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Subject: [CMO]: Re: FW: Airport Graphics

Date: Tuesday, August 21, 2012 9:17:17 PM Central Daylight Time

From: City of Columbia Mayor

To: Alden, Michael F., CMO

Mike,

I very much appreciate your efforts. We certainly have the momentum for dramatic improvement to our air service. Thanks for your committment.

Bob

On Mon, Aug 20, 2012 at 10:41 AM, Alden, Michael F. <AldenM@missouri.edu> wrote:

Bob....we are working our tails off trying to assist in the "upgraded look" of the airport. I realize that this is somewhat of a temporary fix, but we wanted to make sure you knew Mizzou continues to be committed to efforts at our airport. This email was sent to Greg Cecil(who is on the Board)and Skip Elkin(also on the Board). FYI....let me know if you have any questions.

Mike

From: Alden, Michael F.

Sent: Monday, August 20, 2012 11:39 AM

To: Cecil, Gregory A.; 'selkin@boonecountymmo.org'

Cc: Matthew, Sandy K.; Janssen, Emily B.

Subject: FW: Airport Graphics

Greg and Skip....our folks are all over this project trying to assist. As I've mentioned to both of you guys, we're just wanting to help in any way possible. I've flown Delta into COMO 5 times over the past 5 weeks.....we've really got to improve the "brand" as people arrive.

Emily Jansen, who is our Director of Marketing, is trying to facilitate appropriately. Emily is the person who

oversaw the redesigns of the City of Columbia busses from the old blue/red to the White, Gold, Black.....she's doing a great job.

I'm hoping you guys are making sure your Board, the City and Boone County(as well as Cole, Callaway, Cooper if appropriate)are all on board helping out with this.....it's important that these are all very "inclusive".

Congratulations on the Frontier announcement....lots of good things ahead for our airport. THANK YOU for your leadership.

Mike

From: Janssen, Emily B.
Sent: Monday, August 20, 2012 10:37 AM
To: Alden, Michael F.
Cc: Grinch, Andrew G.; Austin, Mary A.; Gillin, Douglas; Hayward, Kevin; Hickman, Timothy L.; Maggard, Bryan S.; Matthew, Sandy K.; Reesman, Sarah K.
Subject: RE: Airport Graphics

Thanks, Mike. I think you'll see University/Mid-Missouri inclusiveness with the graphics overall. The framed photos and banners that have been ordered already and definitely reflective of the University as a whole. The banners are replicas of the University banners that hang between the columns on campus. I worked with Karen Worley's office to identify appropriate photos from campus.

I'm waiting on the graphics for the waiting area and current baggage claim area (since it will transition to part of the waiting area in the coming months we were not going to include the Welcome message in this room at this time). These areas will be inclusive of Mid-Missouri.

We'll need to look at adding signage on the outside of the building facing the tarmac. It was not in the original plans but I'll will work the Don on where we could hang signage.

I'll keep everyone updated.

Thanks,

Emily

From: Alden, Michael F.

Sent: Monday, August 20, 2012 10:05 AM

To: Janssen, Emily B.

Cc: Grinch, Andrew G.; Alden, Michael F.; Austin, Mary A.; Gillin, Douglas; Hayward, Kevin; Hickman, Timothy L.; Maggard, Bryan S.; Matthew, Sandy K.; Reesman, Sarah K.

Subject: FW: Airport Graphics

Thanks, Emily....good work. Let's keep it up.

I know we've talked about how important it is to be really "inclusive" in any and all design work at the Airport....that we should be "submissive" to the overall University, Columbia, Mid Missouri and surrounding communities. We want to make sure that all of this doesn't just look like an advertisement for Mizzou and the Tigers. I'll want to see how this fits in with the overall project....

Also....don't forget baggage claim area and the outside of the terminal facing the tarmac/planes. I've noticed on the several flights I've taken in over the past few weeks that there is really nothing on the outside of the building or in the baggage claim area welcoming me to Columbia....Mid Missouri.

From: Janssen, Emily B.

Sent: Monday, August 20, 2012 9:27 AM

To: Alden, Michael F.

Cc: Gillin, Douglas; Grinch, Andrew G.

Subject: Airport Graphics

Good Morning Mike-

Please find attached some of the airport graphics we are going to proceed with approval of Don Elliott and Steve Sapp. Attached are the light pole banner design, Window Decals for the front lobby and graphics for the wall above the Rental Car desk.

I'll plan on moving forward on these items as soon as my City contacts approve. Some additional framed photos have already been ordered as well as the smaller versions of the column banners. We're still trying to get everything in place by Sept. 5 or so. I'll keep you posted.

Thanks,
Emily

Emily Janssen

Director of Strategic Communications - Marketing

Mizzou Department of Athletics

352 Hearn Center

Columbia, MO 65211

Janssene@missouri.edu

[573-882-0713](tel:573-882-0713) (Phone) | [573-882-4720](tel:573-882-4720) (Fax)

Find us on Facebook: [mutigersdotcom](https://www.facebook.com/mutigersdotcom)

Follow us on Twitter: [@mutigersdotcom](https://twitter.com/mutigersdotcom)

Subject: Fwd: Market Stimulation

Date: Monday, August 20, 2012 4:14:03 PM Central Daylight Time

From: Mike Matthes

To: Bob McDavid, Don Elliott, John Glascock

Interesting data from Allegiant!

Sent from my iPhone

Begin forwarded message:

From: Eric Fletcher <Eric.Fletcher@allegiantair.com>

Date: August 20, 2012 12:10:41 PM CDT

To: "mematthe@gocolumbiamo.com" <mematthe@gocolumbiamo.com>

Subject: Market Stimulation

Mike,

I have attached a presentation that we use to show why a community should welcome Allegiant in. The attached PowerPoint presentation that we last used in the Caribbean features slides on market stimulation that I think you will find especially interesting.

I have also attached a study done by ASU highlighting the effect air service had on their community. One of the conclusions of the study was that \$27,470 was brought into the Phoenix-Mesa community each time a flight landed at the Phoenix Mesa Airport (at the time of the study we were the only airport there, Spirit and Frontier are now carriers there).

While we understand that Phoenix-Mesa is different than Columbia Missouri, our point is to highlight that there are benefits from having Allegiant enter the market. Please let me know what your thoughts are, and what other questions you have. Thanks.



Eric Fletcher, Esq. | Manager Airports
Allegiant Travel Company
8360 S. Durango Drive, Las Vegas, NV 89113
Direct: 702.719.8196 | Fax: 702.719.8164
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Eric.Fletcher@allegiantair.com | www.allegiant.com

Subject: Re: American Eagle

Date: Thursday, August 16, 2012 5:42:46 AM Central Daylight Time

From: Mike Matthes

To: Ron McNeill

CC: Bob McDavid

Good Morning Ron,

The Mayor will welcome our guests and give a short review of efforts to-date as context.

Regards,

Mike Matthes

Sent from my iPad

On Aug 16, 2012, at 2:15 AM, Ron McNeill <ron.mcneill@meadhunt.com> wrote:

Mike,

We don't have a presentation for the meeting or a specific agenda. If you or the Mayor want to kick off the meeting by welcoming everyone that's fine and any other remarks you would like to make. If not, I will make a few remarks and then turn this over to Dale to give us an update on American Airlines – their pilots rejected the contract offer and the judge ruled yesterday that there are a couple of items that will have to be revised before AA gets a ruling. He won't spend a great deal of time on that and then we move quickly to the topic of AA service to COU. What they want to do and what they would like from the community. That opens the door to a discussion to see if we can reach a reasonable agreement.

Please let me know who you would like to kick this off. Thanks,
Ron

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Subject: Fwd: American Eagle

Date: Thursday, August 16, 2012 5:41:14 AM Central Daylight Time

From: Mike Matthes

To: Bob McDavid

CC: City of Columbia Mayor

Some information for 9.

Sent from my iPad

Begin forwarded message:

From: Ron McNeill <ron.mcneill@meadhunt.com>
Date: August 16, 2012 1:49:15 AM CDT
To: Mike Matthes <mematthe@gocolumbiamo.com>
Cc: John Glascock <jdglasco@gocolumbiamo.com>
Subject: RE: American Eagle

Drove into Columbia this evening and had dinner with Dale. His new title is Regional Vice President – Government Affairs. .

Dale wanted to focus the discussion on DFW but I told him this evening that I didn't think the community would accept anything less than 1 flight to ORD and 2 to DFW and if there is only one flight to ORD it needs to connect to the ORD international flights. He contacted the schedulers in Dallas and I got the impression they thought that was doable. I don't know how far you have to go but he indicated that for 3 flights they would want a \$3.5M revenue guarantee. We talked along the lines of \$1.75M for year one and \$1.75M for year two – not \$3.5M for year one. He wanted separate agreements for DFW and ORD but I told him we would want one agreement covering both so, for example, if DFW profits offset ORD losses you wouldn't have to pay out of the revenue guarantee. That's exactly what happened at Manhattan. ORD lost money for the first 6 months but they didn't have to pay because DFW

profits exceeded the losses.

He will also raise the issue of waiving COU landing fees. This is very common in the industry but I reminded him that you can't do that for more than a year without upsetting Delta and you won't do that. I don't know what the COU landing fees are but it would be a good idea to have an estimate of what that kind of a waiver is worth so if you decide to do this you get credit for the dollars involved.

He will look for marketing support. COU has a budget for marketing the airport so if you know the annual budget we can point out that AA will benefit from the airport effort. He will likely ask for some AA specific marketing support but I don't think it has to be significant.

He asked about into-plane fuel charges at COU. These are high but I know that Don is working with the FBO to reduce their fee because Allegiant won't accept the current fees. I didn't tell Dale the fee but I told him the airport was actively working to manage this cost.

He asked what the community is doing to get the support of passengers out of Jefferson City and the surrounding areas. I told him you have been working with Jefferson City, Boone County, etc to support expanded service and your plan is to be very aggressive with businesses in the region to get support for any carrier(s) adding service to COU. With your existing service running 80% load factors you don't have a lot of seats available for new passengers.

My sense at the end of the evening is that Dale is convinced that AA service will work at COU and he wants to reach an agreement to bring AA to COU.

See you in the morning,
Ron

From: Mike Matthes [mailto:mematthe@gocolumbiamo.com]
Sent: Wednesday, August 15, 2012 6:08 PM
To: Ron McNeill
Cc: John Glascock
Subject: Re: American Eagle

Hi Ron,

I see your point. I don't think the group would settle for less than 3 flights. Start time on the Chicago service could be March when it starts to comeback. We look forward to the conversation!

Regards,

Mike

Sent from my iPhone

On Aug 15, 2012, at 2:49 PM, Ron McNeill <ron.mcneill@meadhunt.com> wrote:

Mike,

I forwarded this information to Dale but he is traveling and I haven't been able to reach him. I don't know where they stand on COU-ORD.

My understanding is that AA loses a lot of money to ORD – particularly in the winter. Carriers typically pull down their ORD schedules in the winter. UA has the largest schedule at ORD and they averaged 581 flights/day in August 2011 and reduced that to 359 in February 2012. AA wants to begin DFW in February because the DFW hub overall does well in the winter. I know they would expect to lose a significant amount of money at ORD in the winter and they don't like to start a service when they know they will lose money and have to dig into the revenue guarantee right away. Everyone gets nervous when they use a major portion of the MRG funds in the first quarter of service. They would hope to provide some return in the summer.

If they consider doing 2 flights each to DFW and ORD I suspect they would only be willing to allocate one overnight aircraft to the service so you would only have an early morning business departure to one of the destinations. Regardless, this is a significant amount of aircraft time.

If they won't do 2 flights each, do you think the group would consider only 2 flights/day to DFW or 2 to DFW and 1 to ORD? I realize there are still discussions with UA/ORD to consider.

I'll let you know right away when I hear from Dale.

Regards,
Ron

From: Mike Matthes [mailto:mematthe@gocolumbiamo.com]
Sent: Wednesday, August 15, 2012 8:30 AM
To: Ron McNeill
Cc: John Glascock
Subject: Re: American Eagle

Ron,

Just back from vacation; the Mayor will be there as well as Greg from the Chamber and Jackie from the University. We are on for 9AM.

We really need Chicago. I expect we will want 2 flights to ORD and 2 to DFW for \$3 Million. Please share that with Dale.

Regards,

Mike Matthes

Sent from my iPad

On Aug 7, 2012, at 3:12 AM, Ron McNeill <ron.mcneill@meadhunt.com> wrote:

Mike,

This is confidential information – ...

Had a conference call with American earlier this afternoon. The call was with Dale Morris. I've known Dale for a long time. They are making a lot of changes at AA but I believe his title is Managing Director of State and Community Affairs. Dale reports to Will Ris who is Senior VP Government Affairs for AA in Washington, DC. Also on the call was Don Morrison who I worked with at TWA and is now a consultant to American reporting to Will and helping AA with community relations – primarily in Jefferson City.

Dale asked that I meet him in St. Louis the evening of the 15th and we will spend the night in Columbia and then meet with you the morning of the 16th – 9AM if you are available. Dale indicates that AA is moving forward with their plans to exit bankruptcy and the Planning group is seriously considering serving COU. I know Dale well enough to be blunt so I pressed him for specifics and asked him what would be different about this meeting. He indicated that AA is planning to build up the DFW hub since that's the most profitable part of the airline. They are considering several new destinations in the U.S. and Mexico and now feel that two flights/day COU-DFW would fit that plan. Service would begin February 14, 2013.

Dale wants to come in and give you an update on how things are progressing at AA. A lot will happen between now and the 16th since their labor votes will be released and if they don't get the agreements that AA thinks will happen then the bankruptcy court can rule on the labor issues. Dale then wants to discuss the COU-DFW opportunity. He knows that you previously had a \$1M revenue guarantee on the table for two years with some marketing money but I reminded him that the City and the University have also wanted ORD service. ORD growth is not the current priority at AA but he indicated that if COU-DFW is successful like MHK-DFW then they will look at adding ORD.

I asked Dale if he is in a position to close the deal on the 16th. He admitted that the reason he was brought into this discussion was to see if he can get a better deal – specifically a larger revenue guarantee. I asked him to get with the planners and come to the meeting prepared to make an agreement if the numbers work. He told me that he will have that conversation right away but he knows what they want is \$1.5M/year for two years for a total of \$3M. He said if we can come up with \$3M we will have an agreement on the 16th.

As you know, a lot can change in a week but Dale is telling me we will have a deal for COU-DFW at \$3M. Discussions I have had with

UA suggest they are still serious about COU-ORD and I recognize there is only so much money to go around. It's possible that we can get AA to do COU-DFW with a revenue guarantee less than \$3M but I can't guarantee that it will happen in this timeframe.

Considering we are in a position to finalize a deal on the 16th it would be a good idea for the Mayor to be present if he is available. Please let me know who will attend and if you want to invite representatives from the University or the Chamber.

The contents of this email are very sensitive and I would prefer that you not forward the email. I am in Phoenix and plan to be back in the office on Wednesday. Please let me know if you will have time to discuss later this week.

Regards,
Ron

From: Michael Matthes [mailto:mematthe@gocolumbiamo.com]
Sent: Friday, August 03, 2012 5:12 PM
To: Ron McNeill
Cc: John Glascock; Mindy Barnes
Subject: Re: American Eagle

Ron,

If it's the 16th, I'll move whatever I need to to be there. I expect the Mayor will as well. Let me know if we are needed/wanted or if we would be extra baggage!

Regards,

Mike Matthes
City Manager
Columbia, Missouri

On Fri, Aug 3, 2012 at 3:48 PM, Ron McNeill

<ron.mcneill@meadhunt.com> wrote:

Excellent. I'll get back to you as soon as I can get them to commit to a time. Not sure if they plan to fly in that morning or the night before. I'll get back to you as soon as possible.
Thanks.

From: John Glascock [mailto:jdglasco@gocolumbiamo.com]
Sent: Friday, August 03, 2012 3:33 PM
To: Ron McNeill
Cc: Mike Matthes; Mindy Barnes
Subject: Re: American Eagle

Yes Sir

John Glascock
Director, Public Works
City of Columbia

On Aug 3, 2012, at 3:12 PM, Ron McNeill
<ron.mcneill@meadhunt.com> wrote:

Understand.

John – American is now saying they would like to come to Columbia the morning of the 16th. Would you be available to meet with them that morning?

Regards,
Ron

From: Mike Matthes
[mailto:mematthe@gocolumbiamo.com]
Sent: Friday, August 03, 2012 7:28 AM
To: Ron McNeill
Cc: John Glascock
Subject: Re: American Eagle

Hi Ron,

While I am very interested in speaking with them, I will be out of town till the 15th. John Glascock is available to meet.

Regards,

Mike Matthes
City Manager
Columbia, MO

Sent from my iPad

On Aug 2, 2012, at 8:19 PM, Ron McNeill
<ron.mcneill@meadhunt.com> wrote:

Mike,

It appears that American is showing renewed interest in COU. This is tentative but would you be available

the afternoon of August 14th to meet
with American Eagle in Columbia?

Ron

Ron McNeill | Senior Consultant

Mead & Hunt, Inc | M & H Architecture, Inc | 152

Ginger Hill Court | Glen Carbon, IL 62034

Main: [618-656-2848](tel:618-656-2848) | Mobile: [618-407-7296](tel:618-407-7296)

ron.mcneill@meadhunt.com | www.meadhunt.com

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Thank You.

Subject: Fwd: Frontier Official Press Release
Date: Thursday, August 16, 2012 5:40:05 AM Central Daylight Time
From: Mike Matthes
To: Bob McDavid

This is all I have. I will check in with Toni M at 8.

Sent from my iPad

Begin forwarded message:

From: Don Elliott <dee@gocolumbiamo.com>
Date: August 15, 2012 5:05:07 PM CDT
To: City of COlumbia Mayor <mayor@gocolumbiamo.com>, Michael Matthes
<mematthe@gocolumbiamo.com>
Cc: John Glascock <jdglasco@gocolumbiamo.com>
Subject: Frontier Official Press Release

Frontier will send the release out via the wires at 8:00 AM MT. It will be up to us to distribute to the local contacts.

--

Don Elliott
Airport Manager
Columbia Regional Airport
11300 S Airport Dr
Columbia MO 65201
[573-817-5060](tel:573-817-5060)
flymidmo.com

"Do what you can, with what you have, where you are." –Theodore Roosevelt

Subject: [CMO]: Frontier press conference
Date: Wednesday, August 15, 2012 8:34:19 PM Central Daylight Time
From: City of COLUMBIA Mayor
To: CMO@gocolumbiamo.com, Toni Messina

Did I miss the press release regarding tomorrow's 11 am press conference announcing Frontier service?

Bob McDavid

Subject: Fwd: American Eagle
Date: Friday, August 3, 2012 4:11:12 PM Central Daylight Time
From: Michael Matthes
To: City of COlumbia Mayor

Mayor,

Thought you might have an interest in knowing this. I'll try to pull you into a meeting if it seems appropriate. I will want to discuss the airport in some detail on the 15th; lots of movement all at once. Expecting great things soon.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

----- Forwarded message -----

From: **Ron McNeill** <ron.mcneill@meadhunt.com>
Date: Fri, Aug 3, 2012 at 3:48 PM
Subject: RE: American Eagle
To: John Glascock <jdglasco@gocolumbiamo.com>
Cc: Mike Matthes <mematthe@gocolumbiamo.com>, Mindy Barnes <mindy@gocolumbiamo.com>

Excellent. I'll get back to you as soon as I can get them to commit to a time. Not sure if they plan to fly in that morning or the night before. I'll get back to you as soon as possible. Thanks.

From: John Glascock [mailto:jdglasco@gocolumbiamo.com]
Sent: Friday, August 03, 2012 3:33 PM
To: Ron McNeill
Cc: Mike Matthes; Mindy Barnes
Subject: Re: American Eagle

Yes Sir

John Glascock

Director, Public Works

City of Columbia

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Understand.

John – American is now saying they would like to come to Columbia the morning of the 16th.
Would you be available to meet with them that morning?

Regards,

Ron

From: Mike Matthes [mailto:mematthe@gocolumbiamo.com]
Sent: Friday, August 03, 2012 7:28 AM
To: Ron McNeill
Cc: John Glascock
Subject: Re: American Eagle

Hi Ron,

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Regards,

Mike Matthes

City Manager

Columbia, MO

Sent from my iPad

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Mike,

It appears that American is showing renewed interest in COU. This is tentative but would you be available the afternoon of August 14th to meet with American Eagle in Columbia?

Ron

Ron McNeill | Senior Consultant

Mead & Hunt, Inc | M & H Architecture, Inc | 152 Ginger Hill Court | Glen Carbon, IL 62034

Main: [618-656-2848](tel:618-656-2848) | Mobile: [618-407-7296](tel:618-407-7296)

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Subject: Re: AA and UA

Date: Wednesday, July 25, 2012 6:38:06 AM Central Daylight Time

From: Mayor

To: Mike Matthes

The interesting difference between Frontier and UAL is that Frontier is offering larger, more fuel efficient aircraft and UAL has not. Still a combo UAL deal with Chicago and Denver would be sweet. Good luck with the conversation

Bob

Sent from my iPad

On Jul 24, 2012, at 5:58 PM, Mike Matthes <mematthe@gocolumbiamo.com> wrote:

Mayor,

Thought you would like to see this! The last paragraph is what interested me most. I hope to talk to Martin tomorrow.

Regards,

Mike

Sent from my iPad

Begin forwarded message:

From: Ron McNeill <ron.mcneill@meadhunt.com>

Date: July 24, 2012 10:20:09 AM MDT

To: "Michael Matthes <MEMATTHE@GoColumbiaMO.com>
(MEMATTHE@GoColumbiaMO.com)" <MEMATTHE@GoColumbiaMO.com>

Cc: "DEE@gocolumbiamo.com" <DEE@gocolumbiamo.com>

Subject: AA and UA

FYI -- Placed a call to American Planning when I saw the following quote from Steve Stockam at Joplin but AA was in meetings and I haven't had any feedback. This discussion may be at a point where AA doesn't mind it going public but in the past AA has been extremely sensitive about premature comments to the press regarding air service.

http://ozarksfirst.com/fulltext?nxd_id=678222

From the comment it's not clear if Steve is referring to their upcoming EAS bid or a separate proposal. My call to American is to see if American is including COU in any discussions regarding potential aircraft availability.

Also heard from United last Friday. They had several questions regarding the benefits of Chicago versus Denver service and the Chicago/Denver market estimates that we recently developed. It appears that they are giving COU service a close look.

Ron McNeill | Senior Consultant

Mead & Hunt, Inc | M & H Architecture, Inc | 152 Ginger Hill Court | Glen Carbon, IL 62034

Main: 618-656-2848 | Mobile: 618-407-7296

ron.mcneill@meadhunt.com | www.meadhunt.com

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Thank You.

Subject: Fwd: AA and UA
Date: Tuesday, July 24, 2012 5:58:13 PM Central Daylight Time
From: Mike Matthes
To: Bob McDavid

Mayor,

Thought you would like to see this! The last paragraph is what interested me most. I hope to talk to Martin tomorrow.

Regards,

Mike

Sent from my iPad

Begin forwarded message:

From: Ron McNeill <ron.mcneill@meadhunt.com>
Date: July 24, 2012 10:20:09 AM MDT
To: "Michael Matthes <MEMATTHE@GoColumbiaMO.com> (<MEMATTHE@GoColumbiaMO.com>)"
Cc: "<DEE@gocolumbiamo.com>" <DEE@gocolumbiamo.com>
Subject: AA and UA

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Subject: Fwd: 2 things re Columbia Missouri

Date: Monday, July 23, 2012 2:02:13 PM Central Daylight Time

From: Michael Matthes

To: City of COlumbia Mayor

Mayor,

Just thought I would share this with you. I'll call Martin to follow-up tomorrow.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

----- Forwarded message -----

From: **Michael Matthes** <mematthe@gocolumbiamo.com>

Date: Thu, Jul 19, 2012 at 5:04 PM

Subject: 2 things re Columbia Missouri

To: "Kammerman, Martin [WHQAS]" <Martin.Kammerman@united.com>, thomas.kremer@united.com

Good Afternoon Martin, Thomas,

I am pleased to be able to follow-up on the open item regarding our conversation in California for air service at Columbia, Missouri. Attached to this email is an updated Demand Analysis prepared by our consultant, Ron McNeil with Mead & Hunt. In addition to passing this on to you, I would like to make three observations.

1) Page 11 - when Midway and O'Hare are added together, Chicago is the number 3 most popular destination. To

me, that is remarkable as there is no direct flight and so many people just drive. I was surprised to see Denver as the number 1 destination. With the right plane, would, say, a flight a day to Denver be profitable?

2) Page 14 - contains the International demand in our catchment area. Well over 11,000 PAX to Asia and Europe which seems to me to be a natural fit with a Chicago hub.

3) Jefferson City has reported to Columbia's Mayor that they will contribute to the revenue guarantee at a \$100,000 level. With this final partner, I can report that every entity in our region has "skin in the game" (Chamber of Commerce, both MSA's, County, and University). We are ready to seal a deal.

I'll drop you a call soon to discuss next steps. As an aside, one of our TV reporters is a student from Chicago and made a point to tell me she would love a flight to Chicago and also would love to do a big story in the event anything were to develop. I just smiled and told her I'd keep that in mind, but it's nice to know the press is hungry for this too.

Regards,

Mike Matthes
City Manager
Columbia, Missouri
cell: [573-808-5077](tel:573-808-5077)

Subject: [CMO]: air service analysis Cole County and Jefferson City

Date: Tuesday, July 17, 2012 7:49:36 AM Central Daylight Time

From: City of COlumbia Mayor

To: estruemph@jeffcitymo.org

BCC: CMO@gocolumbiamo.com

Mayor Struemph,

I received this passenger analysis yesterday. We asked one of our consultants to update our air travel data and to segregate out Jefferson City and Cole County.

The analysis (PDF pages 37-40) shows that Jefferson City averages 228 passengers daily or 166,804 passengers yearly.

The Cole County numbers are 242 passengers daily and 176,000 annually.

Our initiative "40 in 2020" is a goal to have 40% of mid-Missouri passengers fly out of our airport. Obviously this places a goal for Cole County of 100 passengers a day.

As you know, we have added two flights daily to Atlanta with its 243 destinations and over 600 weekly international destinations. Clearly we need to focus on Chicago and a western hub. The demand is robust. I am optimistic that we will add those destinations within the next year.

I am confident that with the support of Cole County, Jefferson City, as well the commitment from the University of Missouri, City of Columbia, and mid-Missouri business interests, we can anticipate tremendous success with upgraded air service from mid-Missouri.

Subject: COU Passenger Demand Analysis - 2012 (Final)
Date: Monday, July 16, 2012 5:52:36 PM Central Daylight Time
From: Mike Matthes
To: Bob McDavid

Mayor McDavid,

This is really good work from Ron McNeil of Mead and Hunt, our airport consultant. It updates the data from the airport and breaks out Jeff City specific information. Would you like to pass this on to Mayor Struempf?

Subject: 2 requests

Date: Friday, June 1, 2012 1:23:56 PM Central Daylight Time

From: Michael Matthes

To: Ron McNeill

CC: John Glascock, City of COlumbia Mayor, Don Elliott

Hi Ron,

I have two current needs for your brainpower; one urgent, the second can wait a little bit.

1) We need to be able to give the Mayor of Jefferson City more refined passenger information than we have to-date. We have 3 year old catchment area data, but is there a way to get newer data for Cole County and Jefferson City by themselves? If so I could use it as soon as possible. For example, how many passengers from Cole County by top 20 destination, and how many from Jefferson City?

2) In our efforts to convince Delta to move the remaining 2 Memphis flights to Atlanta, I have asked Jackie Jones to get specific schedules of the Olympic Sports teams as you asked. They may not be finished setting all of those dates, but I will get you what I can. Once we have that we are feeling that the time is right to sit down with the Delta folks again and make our case. Would you be willing to set that meeting up with them?

Regards,

Mike Matthes
City Manager
Columbia, Missouri

Subject: 2 requests

Date: Friday, June 1, 2012 1:23:56 PM Central Daylight Time

From: Michael Matthes

To: Ron McNeill

CC: John Glascock, City of Columbia Mayor, Don Elliott

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Regards,

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City Manager
Columbia, Missouri

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To: Ron McNeill

CC: John Glascock, City of Columbia Mayor, Don Elliott

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Regards,

Mike Matthes
City Manager
Columbia, Missouri

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To: Ron McNeill

CC: John Glascock, City of Columbia Mayor, Don Elliott

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Regards,

Mike Matthes
City Manager
Columbia, Missouri

Subject: Fwd: [CMO]: Fwd: Delta Destinations In-Flight Video Featuring Columbia

Date: Tuesday, May 15, 2012 7:03:07 AM Central Daylight Time

From: Michael Matthes

To: City of COLUMBIA Mayor

Mayor McDavid,

Please see the following from Amy Schneider. As an aside, the \$75,000 for 5 minutes is over triple what we've paid in the past for that much time. We might make this a goal for future budgets.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

----- Forwarded message -----

From: **Amy Schneider** <anschnei@gocolumbiamo.com>

Date: Wed, May 9, 2012 at 1:41 PM

Subject: Re: [CMO]: Fwd: Delta Destinations In-Flight Video Featuring Columbia

To: Michael Matthes <mematthe@gocolumbiamo.com>

Cc: Carol Rhodes <car@gocolumbiamo.com>

Mike - I did speak with Maggi. The CVB will be doing advertising with Delta, but our plan was to do print. The cost of this package just takes too much out of our advertising budget. I recognize the importance of advertising with Delta, they hit in all of the SEC markets we want to touch, but print advertising in their in flight magazine is a much more economical way for us to go. Please let me know if you have any questions- Amy

On Wed, May 9, 2012 at 12:51 PM, Michael Matthes <mematthe@gocolumbiamo.com> wrote:

Hi Amy,

If my memory serves, you were working on this idea with Delta. Please update me when convenient.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

----- Forwarded message -----

From: **City of Columbia Mayor** <mayor@gocolumbiamo.com>

Date: Thu, Apr 26, 2012 at 6:22 AM

Subject: [CMO]: Fwd: Delta Destinations In-Flight Video Featuring Columbia

To: CMO@gocolumbiamo.com

----- Forwarded message -----

From: **Maggi Brown** <maggi@in-flightmedia.com>

Date: Wed, Apr 25, 2012 at 10:13 PM

Subject: Delta Destinations In-Flight Video Featuring Columbia

To: mayor@gocolumbiamo.com

Dear Mayor Bob McDavid,

We are excited to offer the City of Columbia opportunity to be featured in video on Delta's fleet during the month of September. This month's edition of *Delta Destinations* will spotlight Columbia as one of the top destinations to visit, live, and do business. From the top attractions, to the unique culture and heritage, as well as the wide range of economic and business incentives, this segment will not just showcase Columbia, but also allow the Mayor to tell your unique story and why your destination should be on travelers' itineraries this year.

We've created a recognizable entertainment brand for Delta Air Lines' passengers with our *Delta Destinations* in-flight video series. In doing so we've brought together all the available channels - video, creative, online, sweepstakes and social - into a single media buy designed specifically for those that play an important role in the travel industry. The series is crafted in a style and length (5 minutes) that connects with passenger's attention span. In fact, we've taken them all over the world with a body of work that taps into that travel mindset passengers experience the moment they step on the plane [<http://in-flightmedia.com/destination/destination-map/>].

We've done this type of work for a long time -- 9 in-flight video series for 7 different airline partners over the

past 13 years. Along the way we've learned how to bring value to our travel partners like you. Our *Delta Destinations* participant package is a great example that includes:

- Full calendar month of consecutive airtime as the featured destination on more than 17,000 flights world-wide
- Exclusive travel series on board shown on overhead main screens passenger reach exceeding 1.2 million and another 2.5 million passengers with access via seat back monitors
- All creative and production fees included in your media buy, then you maintain rights to reuse your spot for any other project (e.g., web, collateral, etc.)
- Online video access 24/7 on our site [<http://in-flightmedia.com/destination/list/>] and yours
- Show reference in Delta Sky Magazine to coincide with your video campaign
- Social media outreach on YouTube, Twitter and Facebook all included and managed on your behalf by IMA
- Discounted media values on numerous other US-based airlines (see attached) that are also IMA partners

Standard rate for 5-minute feature is \$75,000, introductory rate of \$37,500

Special shared segment option: 90-seconds \$17,500

Introductory rates valid with commitment by May 10, 2012

Understanding that the rates quoted above may not be a fit for all budgets, please keep in mind that cooperative promotions are an option that can be explored with your local/regional partners. I'm hopeful we can take a few moments by phone to discuss our series bundle for Delta Air Lines, the discounted rates that apply and how we can work out a package that mirrors your overall campaign objectives.

Thanks in advance for your time. I'll follow up by phone in the coming days.

All the best,

Maggi

Maggi Brown

Producer - Delta Air Lines "Delta Destinations"

In-Flight Media Associates

1646 North Coast Hwy 101 Encinitas, CA 92024

maggi@in-flightmedia.com www.in-flightmedia.com

Main: [760-944-6575](tel:760-944-6575) Direct: [760-944-6578](tel:760-944-6578)

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Amy Schneider

Director

City of Columbia MO

Convention & Visitors Bureau

[573-875-1231 x 221](tel:573-875-1231) or Toll Free at 1-[800-652-0987](tel:800-652-0987)

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Like us on Facebook: Columbia Missouri CVB

www.visitcolumbiamo.com

Subject: Re: Columbia, Mo -- United Airlines relationship

Date: Tuesday, May 15, 2012 6:50:04 AM Central Daylight Time

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To: Kammerman, Martin [WHQAS]

CC: City of COLUMbia Mayor, jonesjk@missouri.edu, Greg Steinhoff

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Network Planning

United Airlines

233 South Wacker, Chicago IL 60606

martin.kammerman@united.com

[\(872\) 825 - 8677](tel:8728258677)

From: City of COLUMBIA Mayor [mailto:mayor@gocolumbiamo.com]
Sent: Wednesday, May 02, 2012 5:27 AM
To: Kammerman, Martin [WHQAS]; Michael Matthes; jonesjk@missouri.edu
Subject: Columbia, Mo -- United Airlines relationship

Mr. Kammerman:

We greatly appreciate the time you gave our group in Chicago. We understand your industry is complex and must make decisions based on dynamic changes in the economics of air travel.

With that in mind, we, in Columbia, hope the metrics and algorithms you will use to determine future air service are germane to the rapidly changing mid-Missouri market.

As we stated in our recent meeting:

1. Our public-private partnership has created a 3 million dollar revenue guarantee fund. This is a broad-based "skin-in-the-game" fund, comprised of members of the private sector as well as the University of Missouri and City of Columbia.
2. I am pleased to announce that this guarantee fund has been expanded to include a \$300,000 in-kind contribution from Zimmer Radio and Marketing Group. Zimmer has the largest radio market in central Missouri. Their commitment is contingent on an additional \$50,000 annual marketing commitment from the City of Columbia. As you can see, we fully intend our relationship with United Airlines to be profitable.

3. Chicago is the priority of our public-private regional initiative. The University of Missouri has made dramatic inroads into out-of-state student recruitment. Chicago will soon surpass Kansas City as a source of new students at the University of Missouri. 9,000 of 16,000 applicants for the 2012 incoming class are from out of state. Nearly 5,000 applicants are from Illinois with a heavy concentration from the Chicago area. We expect significant expansion in this market.

4. Metrics for the Chicago market are, in my opinion, greatly understated. Old data are based on numbers prior to the dramatic upswing in Chicago student recruitment. Furthermore, we strongly believe many prospective passengers simply drive to Chicago. The drive to St. Louis, TSA wait at Lambert, and the flight on to Chicago simply save little if any time over driving from Columbia to Chicago.

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6. Travel needs to the western United States as well as the northeast will be met.

7. As you know we have expanded our Delta Airlines service with our non-stop Atlanta service. We believe this supply will be absorbed by the University of Missouri's entrance into the Southeastern Conference.

Please contact me if you have any questions or comments. We look forward to a long and profitable relationship with United Airlines.

Sincerely,

Bob McDavid, Mayor

City of Columbia, Missouri

Subject: Fwd: Columbia, Mo -- United Airlines relationship
Date: Monday, May 7, 2012 3:04:02 PM Central Daylight Time
From: City of COlumbia Mayor
To: Michael Matthes

----- Forwarded message -----

From: **Kammerman, Martin [WHQAS]** <Martin.Kammerman@united.com>
Date: Mon, May 7, 2012 at 2:30 PM
Subject: RE: Columbia, Mo -- United Airlines relationship
To: City of COlumbia Mayor <mayor@gocolumbiamo.com>, Michael Matthes <mematthe@gocolumbiamo.com>, jonesjk@missouri.edu

Mayor Bob McDavid,

We were definitely impressed with the possibilities for service to Columbia. Forecasting this market will be difficult for us and the revenue guarantee offer will play a more significant role in how we present an eventual case to senior management.

Could you, or someone on your side share the details of the revenue guarantee so that we can begin to assess its impact in our forecast? Basically, what are the terms, obligations, and requirements?

Martin Kammerman

Senior Manager, Market Analysis

Network Planning

United Airlines

233 South Wacker, Chicago IL 60606

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City of Columbia, Missouri

Subject: Re: Delta - Advance Booking - MEM and ATL Update

Date: Thursday, May 3, 2012 9:43:45 AM Central Daylight Time

From: City of Columbia Mayor

To: Michael Matthes

CC: Donald Elliott, John Glascock, Michael Matthes, Jill Stedem, Michael Parks, Tamara Puett

This is very important information. Is it possible to receive this information weekly?

Bob McDavid

On Wed, May 2, 2012 at 1:37 PM, Michael Matthes <mematthe@gocolumbiamo.com> wrote:

This is fascinating. 5 weeks out and we average significantly higher load factors to Atlanta than Memphis.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

On Wed, May 2, 2012 at 8:35 AM, Donald Elliott <dee@gocolumbiamo.com> wrote:

Attached are the advanced booking numbers for Memphis and Atlanta. Service to Atlanta starts in 5 weeks!

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Don Elliott
Airport Manager

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[573-817-5060](tel:573-817-5060)

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Subject: Columbia, Mo -- United Airlines relationship
Date: Wednesday, May 2, 2012 4:26:58 AM Central Daylight Time
From: City of COlumbia Mayor
To: martin.kammerman@united.com, Michael Matthes, jonesjk@missouri.edu

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City of Columbia, Missouri

Subject: [CMO]: Fwd: Delta Destinations In-Flight Video Featuring Columbia

Date: Thursday, April 26, 2012 5:22:11 AM Central Daylight Time

From: City of Columbia Mayor

To: CMO@gocolumbiamo.com

----- Forwarded message -----

From: **Maggi Brown** <maggi@in-flightmedia.com>

Date: Wed, Apr 25, 2012 at 10:13 PM

Subject: Delta Destinations In-Flight Video Featuring Columbia

To: mayor@gocolumbiamo.com

Dear Mayor Bob McDavid,

We are excited to offer the City of Columbia opportunity to be featured in video on Delta's fleet during the month of September. This month's edition of *Delta Destinations* will spotlight Columbia as one of the top destinations to

visit, live, and do business. From the top attractions, to the unique culture and heritage, as well as the wide range of economic and business incentives, this segment will not just showcase Columbia, but also allow the Mayor to tell your unique story and why your destination should be on travelers' itineraries this year.

We've created a recognizable entertainment brand for Delta Air Lines' passengers with our *Delta Destinations* in-flight video series. In doing so we've brought together all the available channels - video, creative, online, sweepstakes and social - into a single media buy designed specifically for those that play an important role in the travel industry. The series is crafted in a style and length (5 minutes) that connects with passenger's attention span. In fact, we've taken them all over the world with a body of work that taps into that travel mindset passengers experience the moment they step on the plane [<http://in-flightmedia.com/destination/destination-map/>].

We've done this type of work for a long time -- 9 in-flight video series for 7 different airline partners over the past 13 years. Along the way we've learned how to bring value to our travel partners like you. Our *Delta Destinations* participant package is a great example that includes:

- Full calendar month of consecutive airtime as the featured destination on more than 17,000 flights world-wide
- Exclusive travel series on board shown on overhead main screens passenger reach exceeding 1.2 million and another 2.5 million passengers with access via seat back monitors
- All creative and production fees included in your media buy, then you maintain rights to reuse your spot for any other project (e.g., web, collateral, etc.)
- Online video access 24/7 on our site [<http://in-flightmedia.com/destination/list/>] and yours
- Show reference in Delta Sky Magazine to coincide with your video campaign
- Social media outreach on YouTube, Twitter and Facebook all included and managed on your behalf by IMA
- Discounted media values on numerous other US-based airlines (see attached) that are also IMA partners
-

Standard rate for 5-minute feature is \$75,000, introductory rate of \$37,500

Special shared segment option: 90-seconds \$17,500

Introductory rates valid with commitment by May 10, 2012

Understanding that the rates quoted above may not be a fit for all budgets, please keep in mind that cooperative promotions are an option that can be explored with your local/regional partners. I'm hopeful we can take a few moments by phone to discuss our series bundle for Delta Air Lines, the discounted rates that apply and how we can work out a package that mirrors your overall campaign objectives.

Thanks in advance for your time. I'll follow up by phone in the coming days.

All the best,

Maggi

Maggi Brown

Producer - Delta Air Lines "Delta Destinations"

In-Flight Media Associates

1646 North Coast Hwy 101 Encinitas, CA 92024

maggi@in-flightmedia.com www.in-flightmedia.com

Main: [760-944-6575](tel:760-944-6575) Direct: [760-944-6578](tel:760-944-6578)

Subject: Fwd: A few slides to add

Date: Thursday, April 19, 2012 3:22:22 PM Central Daylight Time

From: Michael Matthes

To: City of Columbia Mayor, Jones, Jacquelyn K., Greg Steinhoff

Mayor, Jackie, Greg,

Sorry to flood your email, however, we did get a few additions to the presentation for our meeting with United and I thought I would pass them on.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

----- Forwarded message -----

From: **Dan Cohn** <Dan@aviationplanning.com>

Date: Thu, Apr 19, 2012 at 4:15 PM
Subject: RE: A few slides to add
To: Michael Matthes <mematthe@gocolumbiamo.com>

Mike, attached is an updated presentation that incorporates your slides. If you have any suggestions or would like any additional information added please don't hesitate to let me know. Overall, I think it hits on all the salient points and know that you, the mayor, and vice chancellor will be able to add plenty of color around the community, etc. Just my opinion, but I would think United would be very interested in establishing a presence at COU.

Thanks,
Dan

From: Michael Matthes [mailto:mematthe@gocolumbiamo.com]
Sent: Thursday, April 19, 2012 10:29 AM
To: Dan Cohn
Subject: Re: A few slides to add

Great! Thanks Dan. I like your plan and agree about the keep it short approach.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

On Thu, Apr 19, 2012 at 10:34 AM, Dan Cohn <Dan@aviationplanning.com> wrote:

Thanks, Mike. I'll definitely add the revenue guarantee slides and also some of the others. Generally, we like to keep these presentations in the 15-20 page range which I should be able to do fairly easily. Once I consolidate, I'll resend an updated version to you later today.

Mike is traveling today, but will update him tomorrow morning when he is back in the office.

Thanks,

Dan

From: Michael Matthes [mailto:mematthe@gocolumbiamo.com]
Sent: Thursday, April 19, 2012 9:28 AM
To: Dan Cohn
Subject: A few slides to add

Dan,

I've attached some slides you may want to add to Mike's presentation. Especially the revenue guarantee slide. If Mike wants to discuss, please have him call my cell - [573-808-5077](tel:573-808-5077).

Regards,

Mike Matthes
City Manager
Columbia, Missouri

Subject: Fwd: A few slides to add
Date: Thursday, April 19, 2012 3:22:22 PM Central Daylight Time
From: Michael Matthes
To: City of Columbia Mayor, Jones, Jacquelyn K., Greg Steinhoff

Mayor, Jackie, Greg,

Sorry to flood your email, however, we did get a few additions to the presentation for our meeting with United and I thought I would pass them on.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

----- Forwarded message -----

From: **Dan Cohn** <Dan@aviationplanning.com>
Date: Thu, Apr 19, 2012 at 4:15 PM
Subject: RE: A few slides to add
To: Michael Matthes <mematthe@gocolumbiamo.com>

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Mike Matthes
City Manager
Columbia, Missouri

Subject: Fwd: FW: Air service
Date: Thursday, April 19, 2012 12:02:15 PM Central Daylight Time
From: Michael Matthes
To: City of COLUMBIA Mayor

Mayor,

I know you'll be interested in the data attached. I've sent this on to Ron McNeill for him to approach Delta's planning department. The hope is it will be one more reason to switch all our flights to Atlanta now rather than wait till fall.

Regards,

Mike Matthes
City Manager
Columbia, Missouri

----- Forwarded message -----

From: **Toler, Paul W.** <TolerP@missouri.edu>
Date: Thu, Apr 19, 2012 at 12:26 PM
Subject: FW: Air service
To: "MEMATTHE@GoColumbiaMO.com" <MEMATTHE@gocolumbiamo.com>
Cc: "Jones, Jacquelyn K." <JonesJK@missouri.edu>

Mike,

Earlier this week you reached out to our office here at MU with an interest in our athletic teams flight information. I have received the information from Athletics and it is attached. The one other thing I might mention to build upon what Tim says in his note below is that they do sometimes fly out of Columbia but most of the time when they have tried to do so Delta is not able to let them take up so many seats in the airplane at once (even a year in advance). Point being, if another carrier flies a similar sized plane they may have the same restrictions. Just thought you might like to have that context.

Good luck with your future meetings!

Sincerely,

Paul Toler

Paul Toler MBA, CGFM

Director of Business Services

Chair - Operational Excellence Initiative (OEI)

Phone: [573.882.7254](tel:573.882.7254) | Fax: [573.884.5446](tel:573.884.5446) | tolerp@missouri.edu

businessservices.missouri.edu | 311 Jesse Hall, Columbia, MO 65211

From: Hickman, Timothy L.
Sent: Thursday, April 19, 2012 12:04 PM
To: Toler, Paul W.
Subject: Air service

Attached is the list of the teams could potentially fly more out of Columbia. Next season our mix will lean more toward the southeast part of the country and there will likely be more travel opportunities as there are fewer schools in the SEC within driving distance.

The locations in yellow are the flying locations with total seats in green.

Let me know if you have questions.

Tim

Subject: Fwd: United Airlines Meeting - April 23rd

Date: Wednesday, April 18, 2012 5:07:53 PM Central Daylight Time

From: Mike Matthes

To: Mayor Bob McDavid, Jackie Jones, Greg Steinhoff

Attached is the presentation from Mike Boyd for Monday's meeting. Please feel free to suggest any improvements by replying to this email.

Regards,

Mike

Sent from my iPhone

Begin forwarded message:

From: Dan Cohn <Dan@aviationplanning.com>

Date: April 18, 2012 6:00:28 PM CDT
To: Michael Matthes <mematthe@gocolumbiamo.com>
Subject: RE: United Airlines Meeting - April 23rd

Mike,

Attached is a copy of the presentation for United. Please let me know if you have any questions/comments.

Thanks,
Dan

From: Michael Matthes [mailto:mematthe@gocolumbiamo.com]
Sent: Tuesday, April 17, 2012 2:53 PM
To: Dan Cohn
Subject: Re: United Airlines Meeting - April 23rd

Hi Dan,

We are all set to meet Mike in Chicago. We will drive up Sunday Night and be staying at the Embassy Suites downtown (600 North State Street).

When should we expect to see the presentation?

Regards,

Mike Matthes
City Manager
Columbia, Missouri

On Tue, Apr 3, 2012 at 9:45 AM, Dan Cohn <Dan@aviationplanning.com> wrote:
Mike,

As a follow up to the voicemail I left you this morning, Mike Boyd asked me to contact you, as he is out of the country, regarding the upcoming meeting with United Airlines. Previously it had been planned for April 25th, but United has asked that it be moved to April 23rd. I believe it is still planned for 11am CST, but will confirm and let you know.

Thanks,
Dan

Dan Cohn
Director
Boyd Group International
78 Beaver Brook Canyon Road | Evergreen | Colorado | 80439 | USA
Telephone: [\(303\) 674-2000](tel:(303)674-2000)
Facsimile: [\(303\) 674-9995](tel:(303)674-9995)
www.aviationplanning.com

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